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USAID AGRIBUSINESS AND TRADE PROMOTION (ATP) AND EXPANDED AGRIBUSINESS AND TRADE PROMOTION (E-ATP) PROJECTS

ANNUAL PROGRESS REPORT OCTOBER 2011–SEPTEMBER 2012



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USAID AGRIBUSINESS AND TRADE PROMOTION (ATP) AND EXPANDED AGRIBUSINESS AND TRADE PROMOTION (E-ATP) PROJECTS

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LIST OF ACRONYMS AND ABBREVIATIONS

ACFIME-CREDO	<i>Agence communautaire pour le financement de la micro-entreprise CREDO</i>
AcSSA	<i>Actions pour la sécurité et la souveraineté alimentaires au Niger</i>
ADVANCE	<i>Agricultural Development and Value Chain Enhancement</i>
AEC	<i>Afrique émergence conseil</i>
AEFOB	<i>Association des exportateurs de la filière oignon du Burkina</i>
AGRIS	<i>Agricultural Information System</i>
AI	<i>Avian influenza</i>
AMASSA	<i>Association malienne pour la sécurité et la souveraineté alimentaires</i>
AMVS	<i>Autorité de la mise en œuvre de Vallée de Sourou</i>
ANARIZ	<i>Association nationale des riziculteurs de Côte d'Ivoire</i>
ANCAR	<i>Agence nationale de conseil agricole et rural</i>
ANFO	<i>Association nationale de la filière oignon</i>
ANSAT	<i>Agence nationale de la sécurité alimentaire du Togo</i>
APLS	<i>Association des acheteurs des produits locaux de Sikasso</i>
APROSSA	<i>Association pour la promotion de la sécurité et de la souveraineté alimentaires au Burkina Faso</i>
ASPMY	<i>Association professionnelle des maraichers du Yatenga</i>
ATP	<i>Agribusiness and Trade Promotion Project</i>
AU-NEPAD	<i>African Union's New Partnership for Africa's Development</i>
CAADP	<i>Comprehensive Africa Agriculture Development Program</i>
CBO	<i>Community-based organization</i>
CCR-B	<i>Conseil de concertation des riziculteurs du Bénin</i>
CeRPA	<i>Centres régionales de production agricole</i>
CIA	<i>Chambre interdépartementale d'agriculture (Borgou Alibori)</i>
CIC-B	<i>Comité interprofessionnel des céréales du Burkina Faso</i>
CILSS	<i>Comité permanent inter-états de lutte contre la sécheresse dans le Sahel</i>
CIR-B	<i>Comité interprofessionnel des riziculteurs du Burkina Faso</i>
COFENABVI	<i>Confédération des fédérations nationales de la filière bétail/viande de l'Afrique de l'Ouest</i>
COR	<i>Contracting Officer's Representative</i>
CORD/B	<i>Coordination des organisations professionnelles et rurales du Département de Bignona</i>

CORPAO	<i>Conférence régionale annuelle sur la situation agricole et alimentaire et les opportunités d'échanges de produits agricoles et agro-alimentaire au Sahel en en Afrique de l'Ouest</i>
CPC	<i>Centrale des producteurs de céréales</i>
CRS	<i>Catholic Relief Services</i>
DCA	<i>Development Credit Authority</i>
DCoP	<i>Deputy Chief of Party</i>
DOC	<i>Day-old chick</i>
E-ATP	<i>Expanded Agribusiness and Trade Promotion Project</i>
ECOWAP	<i>Economic Community of West African States Agricultural Policy</i>
ECOWAS	<i>Economic Community of West African States</i>
ESOP	<i>Entreprises de services aux organisations des producteurs</i>
ETD	<i>Entreprise territoire et développement</i>
ETLS	<i>ECOWAS Trade Liberalization Scheme</i>
FCFA	<i>Francs CFA (CFA Francs)</i>
FEBEVIB	<i>Confédération des fédérations nationales de la filière bétail-viande du Burkina</i>
FENABEV	<i>Fédération nationale de la filière bétail viande du Bénin</i>
FENACOPBVI	<i>Fédération nationale des groupements coopératifs de Côte d'Ivoire</i>
FENAGIP_BV	<i>Fédération nationale des groupements interprofessionnels bétail viande du Niger</i>
FEPAB	<i>Fédération des professionnels agricoles du Burkina</i>
FIAB	<i>Fédération nationale des industries de l'agro-alimentaire et de transformation du Burkina Faso</i>
FIFAM	<i>Fédération des intervenants de la filière avicole du Mali</i>
FOB	<i>Free-on-board</i>
FTF	<i>Feed the Future</i>
FUPRO	<i>Fédération des unions de producteurs du Bénin</i>
FY	<i>Fiscal year</i>
GADCO	<i>Global Agri-Development Company</i>
GADEC	<i>Groupement d'action pour le développement communautaire</i>
GAPTO	<i>Ghana Agricultural Producers and Traders Organization</i>
GDA	<i>Global Development Alliance</i>
GEA	<i>Groupement des exploitations agricoles du Bénin</i>
GGC	<i>Ghana Grains Council</i>
GHC	<i>Ghana Cedi</i>
GIC	<i>Société générale d'investissement et de commerce</i>
GIE	<i>Union de groupements d'intérêt économique de céréales locales de Thiaré</i>
GPA	<i>Groupement professionnel agricole</i>
GRAPHE	<i>Groupe Chrétien de recherche-actions pour la promotion humaine</i>

GRIB	Ghana Rice Inter-professional Body
HPAI	Highly pathogenic avian influenza
ICAT	<i>Institut de conseil agricole Togolais</i>
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IEE	Initial environmental examination
IFAnet	Information Aid Network
IFDC	International Center for Soil Fertility and Agricultural Development
IICEM	<i>Initiatives intégrées pour la croissance économique au Mali</i>
IT	Information technology
ITRA	<i>l'Institut Togolais de recherche agronomique</i>
JAAL	<i>Journées agro-alimentaires</i>
JFMC	Johnny's Food and Meat Complex
M&E	Monitoring and evaluation
MCA	Millennium Challenge Account
MELS	<i>Meunerie et emballage de légumes secs, farine et semoule de céréales</i>
MIR Plus	Marketing Input Regionally Plus Project
MIS	Market information system
MOB	<i>Maîtrise d'ouvrage de Bagré</i>
MOU	Memorandum of understanding
MSME	Micro-, small, or medium enterprise
MT	Metric tons
NAFASO	<i>Neema Agricole du Faso</i>
NGO	Nongovernmental organization
OCAL	<i>Organisation du corridor Abidjan-Lagos</i>
OIE	World Animal Health Organization
ONFO	<i>Observatoire nationale de la filière oignon du Burkina Faso</i>
OPA	<i>Observatoire des pratiques anormales</i>
ORO	<i>Observatoire régionale de l'oignon</i>
PAFASP	Projet d'appui aux filières agro-sylvo-pastorales
PAN	Poultry Association of Nigeria
PCE	<i>Projet de croissance économique</i>
PIVA	Partner institution viability assessment
PPP	Public-private partnership
PRODEX	<i>Projet de développement des exportations et des marchés agro-sylvo-pastoraux du Niger</i>
PRODIAKT	<i>Projet de promotion et de diversification de l'agriculture dans les régions de Kaolack, Kaffrine, Kédougou et Tambacounda</i>
RAFIA	<i>Recherche, appui et formation aux initiatives d'auto-développement</i>

RESIMAO	<i>Réseau des systèmes d'information de marché de l'Afrique de l'Ouest</i>
RFID	<i>Radio frequency identification</i>
RIFAN	<i>Rice Farmers Associations of Nigeria</i>
RTCF	<i>Réseau des transformatrices céréalières du Faso</i>
SAED	<i>Société nationale d'aménagement et d'exploitation des terres du delta du fleuve Sénégal</i>
SCAB	<i>Société des coopératives agricoles de Banzon</i>
SRI	<i>System of Rice Intensification</i>
TECAL-SATE	<i>Technologie alimentaire-Société d'analyse, de traitement et d'expertise agro-alimentaire</i>
ToT	<i>Training of trainers</i>
UCOVISA	<i>Union des coopératives du vivrier des savanes</i>
UCRB	<i>Union des coopératives rizicoles de Bama</i>
UEMOA	<i>Union économique et monétaire Ouest Africaine</i>
UGCPA	<i>Union des groupements pour la commercialisation des produits agricoles de la Boucle du Mouhoun</i>
UGER-B	<i>Union des groupements d'éleveuses de riz de Bama</i>
UGK	<i>Union des groupements de Koulouck</i>
UGPRB	<i>Union des groupements des producteurs de riz de Bagré</i>
UNACOBVI	<i>Union nationale des commerçants de la filière bétail-viande</i>
UNAFA	<i>Union nationale des acteurs de la filière avicole du Sénégal</i>
UNERiz	<i>Union nationale des éleveuses de riz</i>
UNPRB	<i>Union nationale des producteurs de riz du Burkina</i>
UOFA	<i>Union des organisations de la filière avicole</i>
UPPA-H	<i>Union professionnelle des professionnels agricoles du Houet</i>
UPRS	<i>Union des producteurs de riz de la Sissili</i>
UPRVS	<i>Union des producteurs de riz de la Vallée de Sourou</i>
USAID	<i>United States Agency for International Development</i>
USAID/WA	<i>USAID/West Africa</i>
USG	<i>United States Government</i>
VAT	<i>Value-added tax</i>
WAGN	<i>West Africa Grains Network</i>
WATH	<i>West Africa Trade Hub</i>

I. INTRODUCTION

The Agribusiness and Trade Promotion (ATP) Project and the Expanded Agribusiness and Trade Promotion (E-ATP) Project are funded by the United States Agency for International Development/West Africa (USAID/WA) to increase intra-regional trade. ATP and E-ATP contribute to USAID/West Africa's Feed the Future (FTF) Multi-Year Strategy, intermediate result 2—increased regional trade in key agricultural commodities. Through regional trade, the projects also contribute to increased food security in West Africa. Both projects are implemented by a consortium led by Abt Associates Inc. in close collaboration with regional, national, and local stakeholders. This report refers to the ATP and E-ATP projects in the singular form when activities involving both are discussed.

This annual report covers activities of the two projects during FY 2012, which was expected to be the final year of the project. A cost extension granted to ATP on September 28 extended it until March 31, 2013, and increased its scope to cover the two current E-ATP value chains. In addition, in October 2012, USAID granted a no-cost extension to E-ATP, extending project activities until March 31, 2013. The FY 2012 project strategy emphasized consolidation of impact, sustainability, and communication. These goals have been pursued through the year. Many of the project's goals for the year have been achieved or are in the process of being achieved. Accomplishments include the following:

- The project and the *Comité permanent inter-états de lutte contre la sécheresse dans le Sahel* (CILSS) agreed on a plan for transferring the project's data collection efforts to CILSS at project's end. This collaborative agreement focuses on transferring the data collection "as-is" and on supporting CILSS 1) through meetings and common visits to data collection sites to understand the methodology at the field level, 2) through a preparatory meeting with data collectors and other interested partners, and 3) by transferring project staff and equipment. Implementation of the plan began during FY 2012. CILSS will lead data collection efforts from January 2013 onwards. This is an example of consolidation and sustainability through work with regional organizations.
- The project conceptualized and started planning—together with USAID, the Economic Community of West African States (ECOWAS), and regional partners—for a January 2013 "Food Across Borders" conference, which will highlight the important role of regional trade in West Africa's food security. The conference will bring together actors to address the many current constraints to regional trade. This is an example of consolidation of impact through high-impact breakthroughs and collaboration with regional organizations.
- To combat avian influenza (AI), the project helped start national sanitary committees, which started their audits of poultry farms and joined together to form a network for information exchange. This initiative will ensure sustainability of the project's impact by increasing the capacity of regional and national organizations, which will autonomously take the initiative to engage in and increase intra-regional trade.
- The project continued supporting associations to become stronger and—by providing membership services—sustainable. For example, we helped COFENABVI to hire and train a Permanent Secretary and understand the need for membership services. We also pushed forward the process of establishing the West African Grains Network (WAGN). These are examples of building sustainability.

Regrettably, political instability in Mali resulted in suspension of activities in that country on April 3. This significantly affected the project's activities in trade data collection, transport, and market information systems (MIS), as well as across value chains, due to the exclusion of Malian partners

who are no longer able to participate in project activities. In addition, terrorism in northern Nigeria prevented visits there during 2012.

The project continues to pursue these strategies during its no-cost extension.

I.1 OVERVIEW OF THE TWO PROJECTS

The two projects are similar, with some notable differences, as shown in the table below.

PROJECT SIMILARITIES AND DIFFERENCES

	ATP	E-ATP
Period	October 1, 2008, to September 30, 2012	July 31, 2009, to October 31, 2012
Countries	Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Nigeria, Senegal, and Togo	Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Nigeria, Senegal, and Togo
Subcontractors with long-term staff	ACDI/VOCA CARANA	ACDI/VOCA CARANA
Other subcontractors		ASVELIS, Banyan Global, Global Cold Chain Alliance, J.E. Austin
Primary objective	Increase the value and volume of intra-regional agricultural trade in West Africa, with a goal of achieving the 6 percent agricultural growth target set under the Comprehensive Africa Agriculture Development Program (CAADP) of the African Union's New Partnership for Africa's Development (AU-NEPAD)	Increase the value and volume of intra-regional agricultural trade in staple food products in West Africa in support of the U.S. Government's FTF Initiative (formerly the Global Hunger and Food Security Initiative) and the Investment Plan of the ECOWAS Agricultural Policy (known as ECOWAP)
Value chains	Maize, livestock, and onion/shallot	Rice, millet/sorghum, and poultry
Outcome 1	Significant reduction of the incidence of physical and policy-related barriers to moving agricultural and related commodities regionally in West Africa	Significant reduction of the incidence of physical and policy-related barriers to moving agricultural and related commodities regionally in West Africa, with a special focus on facilitating the trade in staple foods from surplus to deficit areas
Outcome 2	Enhanced linkages among agricultural producers and agro-input suppliers, agro-processors, and distributors	Enhanced linkages among agricultural producers and agro-input suppliers, agro-processors, and distributors
Outcome 3	More effective advocacy by regional private sector and other nongovernmental actors for regional and national policies in support of a conducive environment for increased regional agricultural trade	More effective advocacy by regional private sector and other nongovernmental actors for regional and national policies in support of a conducive environment for increased regional agricultural trade
Outcome 4	Improved efficiency of trade transactions and regional market access, in particular through the improvement of regional market information systems	Improved efficiency of trade transactions and regional market access, in particular through the improvement of regional market information systems and facilitation of market linkages
Outcome 5		Enhanced capacity of private poultry and animal health sectors to reduce the risk of AI outbreaks and transmission, and to increase the capacity to recover after highly pathogenic AI (HPAI) outbreaks

1.2 PROJECT IMPLEMENTATION STRATEGY

Recognizing the scope of constraints that limit growth in the trade of agricultural commodities, and the complexity of alleviating them, ATP/E-ATP uses a strategy of focal value chains and trade routes and selected interventions targeting priority constraints. The general strategy is reviewed below. The discussion then focuses on the FY 2012 strategy as it relates to accomplishments and shortcomings.

General strategy

ATP now concentrates its efforts on two principal commodities (maize and livestock/meat; the onion/shallot value chain was closed at the end of 2011) and nine significant trade corridors. E-ATP now focuses primarily on two commodities (rice and millet/sorghum; with the exception of biosafety-related activities, poultry activities ceased in FY 2012) and on four trade corridors. These four value chains (maize, livestock/meat, rice, and millet/sorghum) coincide with the value chains prioritized in the USAID/West Africa Feed the Future Multi-Year Strategy 2011-2015. Two of the project's focal trade corridors (Tema–Ouagadougou and Bamako–Dakar) are also singled out in this strategy. Both ATP and E-ATP work in close collaboration with all value chain actors, both in the private and public sectors, at the local, national, and regional levels. The project is focused on building strong associations and regional- and national-level value chains that are capable of contributing to regional trade—an important objective of USAID/West Africa's Feed the Future Multi-Year Strategy 2011-2015.

To achieve the five outcomes outlined in Section 1.1, the project makes targeted, catalytic investments in value chains and cross-cutting areas to accomplish its objective of increasing intra-regional trade. The project's main areas of intervention include the following:

- Engaging in direct trade facilitation
- Building organizational capacity, particularly the capacity of regional private sector associations
- Promoting product competitiveness by improving quantity and quality and lowering price
- Reducing road harassment
- Improving access to financial services
- Improving access to market information
- Removing policy barriers to trade

Through these interventions, the project is building the foundations for increased trade and agricultural development within the West Africa region.

FY 2012 strategy

The strategy for FY 2012 emphasized consolidation of activities, sustainability, and communication. The main aspects of the FY 2012 strategy and the areas where it was achieved are summarized briefly below.

- *Consolidation and impact.* Many activities have been undertaken since the project began in 2008. In FY 2012, project staff focused on consolidating its work and working where the greatest payoffs could be achieved. In addition to meeting required life-of-project performance targets, in FY 2012 the project paid particular attention to 1) close collaboration with regional organizations; 2) areas of work where high-impact breakthroughs were possible; and 3) direct trade facilitation to help value chain actors overcome trade hurdles ranging from lack of awareness of market opportunities and requirements to a general lack of confidence and access to finance. Work in all these strategic areas was undertaken. Examples include the following
 1. *Collaboration* with CILSS on the trade data collection effort, collaboration with ECOWAS in the context of the Food Across Borders conference, and work with RESIMAO in MIS
 2. *Policy change* through the Food Across Borders conference and efforts to address Benin/Burkina Faso border corruption

3. *Linkages with the private sector*, such as Premium Foods linkages with Togo and Côte d'Ivoire, Koama Industries' linkages with Togo and Benin, and efforts with processors in Côte d'Ivoire and Senegal
- *Sustainability*. To ensure sustainability, in FY 2012 the project aimed to strengthen regional and national organizations' capacity to autonomously continue taking the initiative to increase and engage in intra-regional trade. The project also aimed to collaborate with regional and national projects to ensure the continuation of certain key activities. ATP/E-ATP planned to help its partners reflect on efforts that will be needed going forward and develop materials and tools to support them. The project also planned to share the materials and tools it is helping develop with ECOWAS' new Regional Agency for Food and Agriculture, which will continue to engage with many ATP/E-ATP beneficiaries. Project management met or was in touch with ECOWAS representatives quite frequently during FY 2012. Many activities were done to advance sustainability, including the CILSS data collection transfer, work with the World Bank PRODEX project in Niger to transfer activities at the end of the phase-out of the onion value chain, and efforts to take the West Africa Grains Network (WAGN) to a more stable phase. The project did not yet share tools and materials with the ECOWAS agency, as it did not become operational during FY 2012. This will be done in FY 2013 if it seems plausible, given the advancement of the agency.
 - *Communication*. Finally, with respect to communication, in FY 2012 the project planned an effort to provide communication support to value chain beneficiaries and other partners. The project also planned to continue to publish the newsletter and other information about project activities and initiated an effort to define ATP/E-ATP legacies. All these activities were done; development of communication support to partners continues in FY 2013.

1.3 THE IMPLEMENTING CONSORTIUM

Abt Associates Inc. provides overall project leadership and management. The other principal members of the consortium are:

- ACDI/VOCA, which focuses on value chain efforts for both projects
- CARANA Corporation, which works on transport, policy barriers, finance, and institutional support for both projects
- Subcontractors working on E-ATP only: Banyan Global (gender), ASVELIS (avian influenza), Global Cold Chain Alliance, and J.E. Austin Associates, Inc.

1.4 ORGANIZATION OF THE PROGRESS REPORT

This progress report covers ATP and E-ATP project activities that took place between October 1, 2011, and September 30, 2012. The activities are presented by outcome and task, closely following the FY 2012 work plan. Where ATP and E-ATP outcomes and tasks are worded differently in the projects' respective contracts, ATP wording is used. Correspondence between ATP and E-ATP tasks are presented below. As noted above, this report refers to "the project" or ATP/E-ATP when discussing activities involving both.

OUTCOMES AND TASKS

Outcome 1: Significant reduction of the incidence of physical and policy-related barriers to moving agricultural and related commodities regionally in West Africa

Category A: Transport-related physical and policy barriers to trade

ATP	E-ATP	
3.1.1		Collect and disseminate information on transport barriers, in coordination with ECOWAS and the <i>Union économique et monétaire Ouest Africaine</i> (UEMOA)
3.1.2	3.3.3	Support a communications campaign to discourage road harassment
3.1.3	3.3.2	Identify key locations where investments in logistics infrastructure have the potential to greatly enhance intra-regional trade; facilitate private investment in these locations; reduce freight transport costs through improving value chain logistics
3.1.4	3.3.1	Identify priority public investments to improve the efficiency of transport corridors critical to project value chains; support advocacy and provide know-how to partners

Category B: Trade policy-related and agricultural policy-related barriers to trade

3.1.1		Define agricultural and trade policy priorities for ATP
3.1.2	3.1.1	Help ECOWAS coordinate implementation
3.1.3	3.1.1	Develop systems and capacity for monitoring policy implementation
	3.1.2	Build a medium-term plan to improve the understanding of regional trade policies, regulations, and rules by private-sector stakeholders (traders, transporters) and improve their ability to defend their rights in moving food products within West Africa

Outcome 2: Enhanced linkages among agricultural producers and agro-input suppliers, agro-processors, and distributors

3.2.3		Select regional private sector association partners
3.2.4	3.2.1-3	Create a value chain development plan and build the capacity of regional associations
	3.2.5	Build and disseminate replicable business models to drive trade
3.2.5	3.2.2	Build linkages and support transactions through a network of market facilitators

Outcome 3: More effective advocacy by regional private sector and other nongovernmental actors for regional and national policies in support of a conducive environment for increased regional agricultural trade

3.3.1		Define regional advocacy plans by value chain
3.3.2	3.3.4	Provide advocacy assistance and grants to apex and value chain organizations
	3.3.4	Support advocacy on regulations and policy issues
3.3.3	3.2.3	Support key events to highlight policy issues

Outcome 4: Improved efficiency of trade transactions and regional market access, in particular through the improvement of regional market information systems

3.4.1	3.2.4	Support the development of public and private market information systems
3.4.2		Mobilize finance for agribusiness and trade through Development Credit Authority (DCA) guarantees with two regional banks
3.4.3		Mobilize finance in the cereals value chain through warehouse receipts
3.4.4		Mobilize additional investment through public-private partnerships
3.4.5		Provide grants and local subcontracts to catalyze other transformative projects

Outcome 5: Enhanced capacity of private poultry and animal health sectors to reduce the risk of AI outbreaks and transmission, and the capacity to recover after HPAI outbreaks

	3.4.1	Build the capacity of poultry producers and producer organizations to reduce AI outbreaks
	3.4.2	Develop and disseminate models for public-private cooperation in AI control

2. HIGHLIGHTS

2.1 INTRODUCTION

This progress report covers the activities conducted by the project between October 1, 2011, and September 30, 2012. Busy implementation of activities continued during the period, although political instability and the consequent suspension of activities in Mali brought a complete halt to activities there. In particular, this affected trade data collection, MIS, and transport activities in that country, as well as many value chain trainings and other efforts.

Highlights of activities and accomplishments for the reporting period are given below, organized according to the project's seven main areas of intervention.

2.2 HIGHLIGHTS

Engaging in direct trade facilitation

Direct trade facilitation efforts continued throughout the year in all value chains. Partners were sensitized about the advantages of contracts and trained in how contracts should be written and how bank transfers offer a safer and faster way to conduct trade. During the year, various negotiations were conducted but many did not result in immediate transactions. One of the reasons for this was the lack of a conducive enabling regional environment for trade – a constraint that was the impetus for the Food Across Borders conference in January 2013.

- **Progress made in transferring trade data collection to CILSS.** In FY 2012, the project agreed with CILSS and USAID/WA on a process for transferring data collection efforts to CILSS at project's end. This transfer will facilitate sustainability of the project's innovative data collection, with a regional institution charged with ensuring its continuation. Initial discussions led to an agreement signed by the CILSS Executive Secretary and the ATP/E-ATP Chief of Party on the transfer of the trade data collection, including the commodities and markets/borders currently covered. The agreement also covers issues related to the timing of the transfer (CILSS funds will cover the data collection from January 1, 2013, onwards) and to staffing issues (ATP will cover staff until end of February; the ATP Data Analyst will be seconded to CILSS starting October 1, 2012). The agreement also states the need for ATP to fund a study on trade data collection and a workshop to discuss the study and the data collection process.
- **Initial successes and several subsequent disappointments in forging new contract-based trade relationships highlight the tough obstacles to regional trade in West Africa.** Despite initial success, many obstacles, both political and institutional, were faced. In January, with project support, negotiations between Premium Foods, a Kumasi-based cereal processor, and the producer organization *Centrale des producteurs des céréales du Togo* (CPC-Togo) began to bear fruit and the two groups signed a contract for 3,000 metric tons (MT) of white maize. However, obtaining the required permit to export the maize from the *Agence nationale de la sécurité alimentaire du Togo* (ANSAT) turned out to be a greater challenge than anticipated. Despite a great deal of effort by the project, and U.S. Embassy assistance and CPC-Togo efforts, success was not realized. Similar difficulties were encountered in trade negotiations between Nigerian and Malian cattle traders. During Quarter 1, an event in Bamako for Malian cattle traders, three Nigerian traders, and representatives of three Nigerian banks was successful in finalizing a contract for a trial shipment. Solutions to initial difficulties were found with bank guarantees. Despite this success, however, the worsened security situation in Northern Nigeria and Mali and the suspension of activities in Mali put an end to this contract.

Improving access to market information

- **Collaboration with RESIMAO initiated.** The ECOWAS Commission has adopted the platform of the *Réseau des systèmes d'information de marché de l'Afrique de l'Ouest* (RESIMAO) as an integral component of its Agricultural Information System (AGRIS) for agricultural inputs and outputs. The platform will be accessible through the website www.resimao.net. Since 2010, RESIMAO has collaborated on inputs with the ECOWAS-UEMOA project Marketing Input Regionally (MIR Plus), which is implemented by the International Center for Soil Fertility and Agricultural Development (IFDC). ATP has pursued collaboration with RESIMAO in this framework and on the basis of a partnership plan developed in November 2011 that specifies the roles of all three MIS partners. The roles of ATP/E-ATP are to 1) equip RESIMAO with mobile kits and Java applications for timely collection and dissemination of information; 2) contribute to the identification of agro-dealers and purchasers of agro-inputs (producers, traders); and 3) support RESIMAO to pilot a project to monitor cereal stocks with the *Comité interprofessionnel des céréales du Burkina Faso* (CIC-B). This activity was halted for most of FY 2012 due to the suspension of activities in Mali, where RESIMAO's coordinator is based. However, in September 2012, the project received a go-ahead, and prepared the equipment grant for RESIMAO, since this was the most urgent activity.
- **MIS assessment finalized.** This assessment, conducted in July-August 2011 by Ungana-Afrika, a South Africa-based development consultancy, was finalized in early 2012. It concluded that Esoko has emerged as a major platform, but that the ATP/E-ATP MIS mechanism using the Esoko platform has not performed optimally in all countries and across all value chains, particularly during transition from a simple system (TradeNet) to a complex platform (Esoko). This shortcoming has prevented user participation from reaching its potential, especially outside of Ghana. In addition, while the Esoko platform has an easy-to-use web interface, its mobile interface may be too complicated to be easily used by ATP/E-ATP value chain actors. The assessment pointed out that Manobi's MIS platform provides a good balance between technical functionality and potential business-model sustainability. As a result, the project embarked on a new partnership with Manobi, with mixed results as described below.

Building organizational capacity

- **Significant progress made towards a West Africa Grains Network.** In 2009, due the lack of a regional cereals association in West Africa, project stakeholders agreed to establish, with leadership from CIC-B, West Africa Grains Network. Since 2010, CIC-B has made various efforts in this regard, including creating focal points in eight countries. In the second quarter of FY 2012, consultants from E-ATP subcontractor J.E. Austin assessed the current status of the focal points and outlined the additional support needed to set up the network. The resulting report highlighted numerous strengths but also pointed out challenges, including the fact that most focal points are in producer associations and participants from other segments of the value chain are few or lacking. As a follow-up to the assessment, during the fourth quarter of FY 2012 the project planned an October 2012 workshop to foster agreement on the next steps for establishing WAGN, including incorporation of additional, larger-scale value chain participants and technical/financial partners.
- **More solid foundations established for the Permanent Secretariat of COFENABVI.** During FY 2012, several activities contributed to more solid foundations for the *Confédération des fédérations nationales de la filière bétail/viande de l'Afrique de l'Ouest* (COFENABVI), including preparation of a memorandum of understanding (MOU) with ECOWAS that identifies areas of collaboration. The MOU outlines ECOWAS support, COFENABVI expansion to the entire ECOWAS zone, a project grant to partially fund the position of a Permanent Secretary, a consultant to help improve COFENABVI's member services, and coaching for the Permanent Secretary. The Permanent Secretary is now in place and the project has provided him with coaching/organizational development advice.
- **PIVAs for capacity support continued.** During FY 2012, Partner Institution Viability Assessments (PIVAs) were conducted for all association partners, including twice for the

Association pour la promotion de la sécurité et de la souveraineté alimentaires au Burkina Faso (APROSSA). Most PIVAs indicated that institutional progress has been made.

Promoting product competitiveness

- **ATP cascade trainings held.** Working together with partner organizations, the project trained a large number of individuals. In all, over 10,000 people (including over 2,500 women) received training in various aspects of production and processing; the trainings were monitored to assess their reach and effectiveness. The ATP's value chains (maize and livestock), a total of 7,313 individuals—including 1,556 women—participated, surpassing the targets of 7,000 total and 1,400 women. At the country level, ATP conducted the following trainings:
 - *Benin*: Quality management of cereals (761 trained, of whom 127 were women); meat-cutting technology and hygiene (520 trained, of whom 25 were women); and cattle-fattening practices (339 trained, of whom 95 were women)
 - *Togo*: Quality management of cereals (1,920 trained, of whom 501 were women) and meat-cutting technology and hygiene (1,100 trained, of whom five were women)
 - *Burkina Faso*: Integrated management of cereals (1,218 trained, of whom 485 were women)
 - *Senegal*: Conservation agriculture (919 trained, of whom 287 were women)
 - *Côte d'Ivoire*: Cattle-fattening practices (511 trained, of whom 25 were women)
 - *Niger*: Cattle-fattening practices (25 trainers trained, of whom six were women)
- **E-ATP cascade trainings held.** E-ATP also organized extensive cascade trainings. In all, 3,130 were trained, of whom 1,167 were women. Country-specific trainings included:
 - *Benin*: System of Rice Intensification (SRI) (286 trained, of whom 72 were women)
 - *Burkina Faso*: System of Rice Intensification (SRI) (472 trained, of whom 131 were women)
 - *Ghana*: SRI (806 trained, of whom 397 were women)
 - *Togo*: SRI (629 trained, of whom 201 were women)
 - *Senegal*: SRI (516 trained, of whom 331 were women) and conservation tillage (519 trained, of whom 60 were women)
 - *Burkina Faso*: Integrated crop management (174 trained, of whom 43 were women) and quality management of cereals (20 trained, of whom six were women)
 - *Togo*: Integrated quality management (180 trained, of whom 57 were women)

Reducing road harassment

- **Efforts on road harassment continued.** Project efforts first resulted in improvements in the millet/sorghum corridor, but were then affected by the suspension of activities in Mali (millet/sorghum) and by a cereal export ban in Burkina Faso (rice). No progress has been recorded on livestock in the Fada N'Gourma–Parakou corridor, but advocacy started on it. A new corridor, Cotonou–Niamey for maize, was assessed and first efforts initiated.

Improving access to financial services

The project continued efforts to facilitate women's access to finance throughout the year, despite the phasing out of the Finance Specialist position in December 2011.

- **Loans facilitated.** Securing a steady and reliable supply of paddy rice for its processing factory has been a challenge for Koama Industries in Ouagadougou, Burkina Faso. During the quarter, E-ATP assisted this company, by helping them develop a business plan and making introductions to banks, to obtain a loan of 195 million FCFA (\$390,000) from the Bank of Africa for modernizing processing equipment and for cash flow. The project also facilitated a \$20,000 loan to the *Réseau des transformatrices céréalières du Faso* (RTCF).

Removing policy barriers to trade

- **Grow Africa effort supported in Burkina Faso.** The project supported Burkina Faso's efforts to prepare for the Grow Africa Agricultural Investment Forum held May 8-11 in Addis Ababa, Ethiopia. Burkina Faso's participation was facilitated by extensive preparation at the national level, including the organization of a Business Roundtable on April 17 in Ouagadougou. In preparation for this event and the subsequent Addis Ababa forum, ATP/E-ATP provided technical and logistical support to the Ministry of Agriculture through two consultants. The roundtable resulted in recommendations to the Burkinabé Government on creating an enabling environment to boost private investment. After this, the government, with support from the project's consultants, prepared policy actions that it plans to undertake. The Burkinabé Government then started preparing another document to present to the United Nations General Assembly at its next session in September; the project supported this process until the French cooperation started its support.
- **Planning started for the conference "Food Across Borders: Improving Food Security Through Regional Trade in West Africa."** During FY 2012, the project initiated planning for a large regional conference on food security and regional trade in West Africa, to be held in January 2013. This ECOWAS- and USAID-hosted conference will highlight the important contribution of regional trade to food security. It will also call attention to the need for action to address constraints to free movement of staple commodities in the region, so that increasingly—through regional trade—the region will become more food secure. Participants will include private sector actors engaged in staple commodities in the region, national ministries and other public sector officials, regional organizations, technical partners, and donors. Several studies contributing to the conference, including one assessing the flows and extent of regional trade in West Africa, were also planned during FY 2012; these activities will be conducted in FY 2013.

Improving biosafety in poultry production (E-ATP only)

- **Functional national sanitary committees supported, forming a network.** During FY 2012, national sanitary committees conducted one to two rounds of audits (depending on the country) in Benin, Burkina Faso, Ghana, Mali, Senegal, and Togo. This followed training on how to conduct audits in poultry breeding flocks and hatcheries. The resulting audit reports were reviewed by the project's subcontractor Asvelis; they were then reviewed in a regional meeting hosted by the *Union des organisations de la filière avicole* (UOFA) and the Poultry Association of Nigeria (PAN). Based on these reports, action plans were developed for national committees to seek institutional support from regional organizations, develop a closer working relationship between national veterinary laboratories, and implement a program for certifying hatcheries and poultry farms. In June 2012, these committees agreed to create a network for experience-sharing, peer support, and networking opportunities. All the project's AI documents were transferred to the coordinators of this network and stored in a specific website.

2.3 CHALLENGES

Although the project faced some significant challenges in FY 2012, many were mitigated effectively and the project continued to increase regional trade in West Africa by highlighting and resolving constraints. The most significant challenges were as follows:

- **Mali.** The political turmoil in Mali brought a suspension to project activities in that country on April 3, 2012. Although ATP/E-ATP immediately made a request (submitted April 4) for specific approval to continue assistance to six nongovernmental organizations (NGOs) and to continue work on road harassment, to date these activities—except those involving RESIMAO—continue under suspension. This prevented the project from consolidating its work with Malian partners in diverse activities in areas such as trade data collection, transport, market information, institutional capacity building, technical training, and road harassment.
- **Trade facilitation.** The project made great efforts in trade facilitation in FY 2012 (e.g., the Premium Foods-CPC-Togo and UCOVISA-Premium Foods contracts and the Nigeria-Mali cattle

facilitation), but short-term results—in terms of deals brought to fruition and visible during the fiscal year—are relatively scant. This experience highlights the severity of the constraints to modern, efficient regional trade, conducted with contracts and bank transfers and without bribes, in staple commodities. The project will articulate lessons learned in this process in its final report. These experiences also provided inspiration and impetus for the plan to address constraints to regional trade through the conference “Food Across Borders: Improving Food Security Through Regional Trade in West Africa.”

- **Changing plans for close-out, and uncertainties over and delays in the project extension.** In FY 2011, USAID and the project had agreed to a phase-out plan for the project, which included phasing out the onion and poultry value chains, the position of Finance Specialist, and the Kano office in December 2011; and phasing out the Policy Specialist in April 2011. This plan was executed. Phasing out the finance and policy specialists meant less focus on these areas. Closing down most of the activities in Nigeria and Niger, given their importance in regional trade, affected project’s ability to effect change in these countries. At the same time, uncertainties over the project’s extension caused some staff members to leave the project in search of steadier employment.
- **Partnership with Manobi.** This partnership progressed slowly; there were ongoing issues in the partnership between the service provider and partners. The project organized several meetings with the partners about this, including with all project management present in June 2013.
- **Political instability.** FY 2012 again highlighted political instability as a severe constraint to development in the region. This instability is also a severe constraint to regional trade: yet again, the project found major trade routes cut or affected by political conflict. Instability in Northern Mali and terrorist attacks in Northern Nigeria prevented the implementation of the livestock contract between Mali and Nigeria—a great disappointment to project partners and staff. The violence in Northern Nigeria prevented the project from doing data quality assessments and other work in the region’s most important country. As mentioned, the March *coup d’état* in Mali brought about a suspension of project activities in the country, including collection of trade data, MIS implementation, and road harassment work.
- **High turn-over in project management.** The project now has an entirely different senior management team than it had in August 2011. The high turnover has not been entirely negative as new individuals have brought different skills and experiences more specifically relevant to the project’s emphases in its final year. The current management team is, in fact, well-equipped to respond to the final year’s challenges. At the same time, high turnover has also had its cost, in terms of time spent by new staff on learning about project activities; this has put more demands and pressure on the Chief of Party and her time.

3. OUTCOME 1: SIGNIFICANT REDUCTION OF THE INCIDENCE OF PHYSICAL AND POLICY-RELATED BARRIERS TO INTRA-REGIONAL TRADE

As highlighted in USAID/West Africa's Feed the Future Multi-Year Strategy 2011-2015, physical and policy-related barriers are major obstacles to regional trade in agricultural commodities in West Africa. West Africa's road transportation costs are among the highest in the world. ATP/E-ATP has focused the majority of its efforts on improving competitiveness by helping minimize road harassment, an issue consistently near the top of the list of long-distance traders' concerns. The project's strategy for reducing road harassment rests on the notions that all actors should be aware of and respect their rights and responsibilities, and that information empowers and can help foster a culture of public accountability in the region.

Meanwhile, although the ECOWAS Trade Liberalization Scheme (ETLS) has been in place since 1999, there remain significant policy barriers to regional trade. Through a Policy Advisor placed within the ECOWAS Commission, ATP/E-ATP worked with public and private sector actors to analyze and design policy reforms and to contribute to their implementation and monitoring. During FY 2012, as a part of the phase-out agreement with USAID, the position of the Policy Advisor ended and the project continued to work on policy issues mainly in the value chain context. At the same time, the project initiated planning for a major project activity in the policy arena, the Food Across Borders conference.

3.1 TRANSPORT-RELATED PHYSICAL AND POLICY BARRIERS TO TRADE

The very high transport costs in West Africa are largely linked to two major issues: road harassment and inefficient infrastructure. Project activities in road harassment involve monitoring the phenomenon along key trade corridors, publishing road harassment survey results, organizing road and market shows, coaching truckers, and intervening directly with authorities at key times to ensure corruption-free travel. These activities directly contribute to USAID's Feed the Future regional intermediate result 2.2: improved competitiveness of the transport and logistics sector.

3.1.1 COLLECT AND DISSEMINATE INFORMATION ON TRANSPORT BARRIERS, IN COORDINATION WITH ECOWAS AND UEMOA

Documenting and disseminating information on road harassment is central to the project's efforts to reduce transport-related barriers to trade. On this front, the project works closely with USAID's West Africa Trade Hub (WATH) project, the Borderless Alliance, and UEMOA. Data collected to date have been published in the quarterly publication of UEMOA's *Observatoire des pratiques anormales* (OPA) and disseminated at public events and advocacy meetings. The project is also supporting the establishment of the new *Observatoire*, and during FY 2012 participated in a meeting about setting up this entity.

In FY 2012, ATP/E-ATP continued to collect road harassment data, mostly as before. The project ceased to collect data along the poultry and onion corridors after activities in those value chains were terminated. Efforts on onion corridor continued until March 2012, so that data for the OPA biannual report could be completed.

Before finishing activities in the onion corridor, ATP's partnership with the *Association nationale de la filière oignon* (ANFO), a national branch of the *Observatoire régionale de l'oignon* (ORO) and the World Bank-funded *Projet de développement des exportations et des marchés agro-sylvo-pastoraux du Niger* (PRODEX) led to training of PRODEX staff in two main areas: 1) monitoring physical barriers from Tsernaoua, the onion aggregation center, to the Niger border; and 2) organizing road shows, market shows, coaching events, and advocacy visits to remove roadblocks. The project trained 12 PRODEX trainers in monitoring road harassment, including coaching of traders and truckers, road harassment data collection and dissemination through road shows and market shows, and report writing. PRODEX has continued the data collection efforts in this corridor, along with many other onion value chain activities.

Project activities, including data collection, were also discontinued along the rice corridor in December 2011, when Burkina Faso instituted an official ban on cereal exports, and along the millet/sorghum corridor in mid-April 2012, due to the suspension of activities in Mali. Before these dates, both routes had showed encouraging reductions in bribes and checkpoints.

Data were collected on delays en route due to road blocks and borders; on the number of checkpoints; and on bribes paid by categories of actors. Data were also gathered on country of registration, origin, and destination of cargo; type of merchandise transported; and towns crossed through. Data were collected on a daily basis using questionnaires filled out jointly by truckers/traders and data assistants, and were subsequently analyzed against baseline surveys.

The project's Transport Assistants collected and analyzed data, which were then quality-checked by the Transport Advisor. These staff members regularly accompanied truckers and traders on parts of their trips. Reports including the data were submitted to OPA. The last OPA report submitted was the 19th.

Road harassment results for the final quarter of the year are shown in the following table.

**BRIBE COSTS PAID AND NUMBER OF ROADBLOCKS PER 100 KM
BY VALUE CHAIN IN JULY–SEPTEMBER 2012**

Value Chain Corridor	Bribes paid per 100 km (\$)	Variation in bribe cost over the baseline* (percent)	Number of roadblocks (per 100 km)	Decrease in the number of road blocks over the baseline (percent)
Livestock Fada N'Gourma–Parakou	66.39	7	2.8	7
Maize Techiman–Kantchari	5.15	69	2.8	6
Maize Parakou–Niamey*	79.04	Baseline	4.6	Baseline

* Baseline surveys were conducted in January–March 2010 for the Fada–Parakou livestock value chain corridor, July–September 2010 for the Techiman–Kantchari maize value chain corridor, and July–September 2012 for the Parakou–Niamey maize value chain corridor.

In July 2012, ATP started collecting road harassment data along a second maize corridor, the Parakou, Benin to Niamey, Niger trade route. The length of this corridor is 605 km, shorter than the 976 km Techiman–Kantchari maize corridor. The project did a baseline study on this corridor in July 2012; the table below demonstrates the number of road blocks and barriers by category, and the table after, the very high illegal payments along this corridor.

ROAD BLOCKS ALONG THE PARAKOU-NIAMEY MAIZE TRADE CORRIDOR, JULY–SEPTEMBER 2012

Country	Trips	Km	Road Blocks or Barriers by Category of Official Agents					Per 100 km
			Police	Customs	Gendarmerie	Other	Total	
Benin	26	323	1	4	1	1	7	2.2
Niger	26	282	5	7	5	4	21	7.4
Total	26	605	6	11	6	5	28	4.6

The maize traders pay large amounts of money at the Benin/Niger border, at both sides, in Bella (100 km from the Benin border in Niger), and at the entrance of Niamey, the capital of Niger. Customs collected almost two-third of the total amount. Although the distance within Niger is shorter than it is within Benin, total illegal payments are 50 percent higher in Niger than in Benin.

ILLEGAL PAYMENTS ALONG THE THE PARAKOU-NIAMEY MAIZE SECOND TRADE CORRIDOR, JULY–SEPTEMBER 2012

Country	Trips	Km	Illegal Payments by Category of Official Agents (\$)					Per 100 km
			Police	Customs	Gendarmerie	Others	Total	
Burkina Faso	26	323	44.84	96.36	44.48	69.64	255.30	79.04
Niger	26	282	14.66	291.46	21.27	16.28	343.67	121.87
Total	26	605	59.51	387.82	65.72	85.92	598.97	99.00

Additional activities conducted during FY 2012 include:

- **Finalization of an E-ATP study on the Kumasi–Cotonou poultry corridor.** This study documented the poor transport conditions for day-old chicks (DOCs) and the unacceptably long transport times. The study showed that, although transport time for DOCs should ideally not exceed 12 hours (and the chicks often cannot survive over 48 hours), the average Kumasi–Cotonou transport time was 26 hours. Moreover, despite the fragility of the cargo, vehicles during the transport were changed up to six times for fear of having to pay bribes, because drivers refused to travel in another country, and other reasons. Passenger vehicles, including taxes, were also used for transport, endangering the chicks' health. Finally, costs of transport were high, due to many intermediaries and delays: the total transport and logistics costs account for 83 percent of farm gate price and 41 percent of final end-market price.
- **Seventh meeting of the Steering Committee of OPA in Cotonou, Benin, in June 2012.** This meeting was organized by the UEMOA Commission in collaboration with the WATH project. The project briefed the participants on the results of the abnormal practices investigations in the five transport corridors covered by ATP and E-ATP. This briefing covered the obstacles faced by traders and transporters in the trade of agricultural products in West Africa.

3.1.2 SUPPORT A COMMUNICATIONS CAMPAIGN TO DISCOURAGE ROAD HARASSMENT

The project offers three types of coaching. First, it coaches drivers before they begin their journey, teaching them which documents are required along their routes (for the commodity, truck, driver, and trader); how to ensure that their vehicles are maintained for safety; what security equipment to carry

on board; how to be more professional and confident when dealing with officials; and how to fill in the OPA/ATP survey forms. Secondly, the project coaches a number of truckers in-situ, accompanying them along part of their journey and helping them navigate through checkpoints. Finally, the project coaches traders in markets, informing them about their rights and responsibilities as they engage in regional trade. Road shows and market shows allow the project to impart the same kind of information to truckers and traders on a wider scale. At these events, project staff reach out to target audiences in local languages.

From September 10 to 12, 2012, in Parakou, Benin, the project organized and supervised a training on strategies to reduce road harassment and need to have required documents. A total of 47 participants, from traders and truckers to gendarmerie officers and customs officers, took part.

From its inception, the project has sought to increase truckers' and traders' awareness of their rights and responsibilities and teach them ways to reduce harassment and illegal payments. To do this, the project has relied primarily on various forms of coaching and on road and market shows. The project organized three market shows in the rice and millet/sorghum corridors: in the rice corridor, a market show in Bama on January 22 for the *Union des groupements d'éleveuses de riz de Bama* (UGER-B), as well as for traders and truckers (23 women, nine men trained). In the millet/sorghum corridor, two market shows were held: one in Kayes on February 25 (43 men, two women trained) and one in Diboli on February 27 (27 men, six women trained). In the millet/sorghum corridor, which continues to witness a high level of harassment, the project met with the Regional Director of Customs in Kayes to elucidate and come to terms on the documents required to export cereals.

As shown in the table below, through individual coaching the project trained a total of 39 truckers and traders in ways to avoid road harassment.

NUMBER OF VALUE CHAIN ACTORS TRAINED IN WAYS TO AVOID ROAD HARASSMENT

Value Chain and Corridor	Number of Truckers and Traders Trained
Maize	14
Livestock	14
Millet/sorghum	11
Total	39

*Corridors are as follows: 1) maize: Techiman, Ghana, to Kantchari, Burkina Faso; 2) livestock: Fada N'Gourma, Burkina Faso, to Parakou, Benin; and 3) millet/sorghum: Koutiala, Mali, to Dakar, Senegal.

The project also initiated advocacy actions to decrease the high level of corruption at the Burkina Faso/Benin border in the livestock trade; these are described under Outcome 3.

Road show and market show

The Ouagadougou-based Transport Advisor represented the project at the road show organized September 21, 2012, in Cotonou, Benin, where the 19th OPA report was presented to Beninese stakeholders. The project presented the results of the Benin-focused corridors (maize and livestock) and the high bribes paid along these corridors.

In addition, on September 13-14, the project organized a market show in Malanville, in northern Benin. Attendees included cereals traders, representatives of the *Fédération des*



Officials at the training workshop on reducing road harassment held in Parakou, Benin



The E-ATP Transport Advisor presenting the results of investigations on abnormal practices during the meeting in Dakar

syndicats de transport routier de marchandises du Bénin, police, the second *Adjoint du maire*, the chief of the customs and gendarmerie, and the official responsible for phytosanitary control. The project informed traders about the survey results and about documents required for regional trade; it informed officials about project activities and survey results.

Training in the best practices for logistics of day-old chicks in Nigeria

On September 20, 2012, the project trained 47 (including five women) members of Poultry Association of Nigeria (PAN) in best practices in logistics of DOCs. The training focused on identifying inefficiencies in the logistics of DOCs, identifying private opportunities, and recommending best practices. Simple practices emphasized included: 1) locating hatcheries outside of towns; 2) ensuring that visitors and vehicles entering the hatcheries pass through disinfected water; 3) ensuring that workers and visitors wear protective clothes; 4) promoting effective demarcation of buildings; 5) storing empty boxes in well-aired areas; 6) using appropriate trucks; and 7) making sure transport takes no more than 24 hours.



The ATP Transport and Logistics Advisor in a pose with participants of the sensitization workshop

Environmental issues

Potential Environmental Impact and Threshold Decision: No significant adverse effect—Categorical Exclusion.

3.1.3 IDENTIFY KEY LOCATIONS WHERE INVESTMENTS IN LOGISTICS INFRASTRUCTURE HAVE THE POTENTIAL TO GREATLY ENHANCE INTRA-REGIONAL TRADE; FACILITATE PRIVATE INVESTMENT IN THESE LOCATIONS

In FY 2010–2011, ATP conducted transport and logistics cost studies for each of the project's target value chains. The studies focused on identifying key locations where investments in logistics infrastructure and public-private partnerships (PPPs) have the potential to greatly enhance intra-regional trade. They also identified priority public investments in road infrastructure along the target corridors for each value chain. The Transport Advisor and PPP Advisor continued to implement the recommendations made in those studies and to disseminate their results to stakeholders (see transport and PPP sections).

During the second quarter of FY 2012, the ATP Transport Advisor conducted a survey to update previous work on road infrastructure, market logistics infrastructure, and potential PPPs along the onion value corridor from Accra to Kantchari. He found that most of the corridor (an estimated 94 percent of the length) is in excellent or good condition (roughly half in each category). However, the 98 km road from Bolgatanga to Kulungugu, at the Ghana/Burkina Faso border, is a dirt road and in poor condition. During the third quarter of FY 2012, this study was finalized. The project also generated maps to highlight the market and road infrastructure in this corridor.

Environmental issues

Variable environmental effects—Negative Determination with Conditions. Environmental mitigation and monitoring measures are discussed after the following section.

3.1.4 IDENTIFY PRIORITY PUBLIC INVESTMENTS TO IMPROVE THE EFFICIENCY OF TRANSPORT CORRIDORS CRITICAL TO PROJECT VALUE CHAINS; SUPPORT ADVOCACY AND PROVIDE KNOW-HOW TO PARTNERS

The Transport Advisor's study described in the task above focused on identifying important areas for action. During the first quarter of FY 2012, the Transport Advisor presented the results of the E-ATP poultry transport study conducted in FY 2011 to poultry value chain actors from several West African countries. The presentation was made during the *Journées techniques avicoles*, a regional poultry event held in Cotonou in November.

Work with the onion trader associations and the Amasaman Municipality is described in the public-private partnership section below. The infrastructure maps mentioned above serve to highlight many deficiencies in infrastructure.

Environmental issues

Variable environmental effects—Negative Determination with Conditions. The project has provided best practices in small-scale construction to the association. An environmental review will be conducted when the land is allocated.

3.2 TRADE POLICY-RELATED AND AGRICULTURAL POLICY-RELATED BARRIERS TO TRADE

A 2009–2010 ATP/E-ATP report showed the persistence of many tariff and non-tariff barriers to intra-regional trade in agricultural products. In FY 2010, the ECOWAS Commission endorsed a series of project recommendations presented at a June 2010 workshop in Accra on the removal of tariff and non-tariff barriers (which were identified in the trade policy barriers study conducted by the policy team). In FY 2011, project's efforts focused on helping ECOWAS institutionalize its policy implementation system, including providing important assistance to ECOWAS Commission officials in a thorough review of the relevant provisions of the ETLS. In late FY 2012, project work started focusing on addressing constraints to regional trade through a large conference focusing on regional trade and food security.

3.2.1 DEFINE AGRICULTURAL AND TRADE POLICY PRIORITIES FOR ATP

During FY 2012, the project helped the Burkinabé Government plan ways to support private sector investments in agriculture in the context of Grow Africa initiative. Burkina Faso participated in the Grow Africa Agricultural Investment Forum held May 8–11, 2012, in Addis Ababa, Ethiopia. The forum was a joint initiative of the African Union in the framework of AU-NEPAD and the World Economic Forum, with support from the G8. Burkina Faso's participation was facilitated by preparations at the national level, including a business roundtable on April 17. The project supported these preparations through support from the Deputy Chief of Party and project consultants. The roundtable, attended by more than a hundred people, resulted in recommendations for the Burkinabé Government to alleviate constraints and create an enabling environment to boost private investment. Subsequently the Ministry of Agriculture prepared an action plan that highlighted key policy reform actions, which was presented at the Addis Ababa forum and then submitted at the May 18–19 G8 Summit at Camp David. In August, Burkina Faso started preparing an additional document for further consideration and endorsement by the United Nations General Assembly at its next session in September; the project supported this process only in the beginning, before the French cooperation agency started its support.

Previously, the project's Policy Advisor developed a draft regional policy decision to be adopted by the ECOWAS Council of Ministers, reaffirming the complete elimination of all tariff and non-tariff barriers

on agricultural goods traded within the West African region and the creation of national committees to manage the implementation of ETLs in each member country, as well as the participation of inter-professional associations in the ECOWAS free trade regime. Finally, the draft policy decision calls for programs to facilitate regional trade in agricultural goods, promote better use of the scheme by operators, and enhance compliance with ETLs regulations and procedures. In this context, the Policy Advisor also supported ECOWAS' preparation for work done by an ad-hoc technical committee set up to review the ETLs text and the functioning of its scheme. He drafted a memorandum on enhancing the status of agricultural trade under ETLs, to facilitate in-house discussions by customs directorate officials.

3.2.2 HELP ECOWAS COORDINATE IMPLEMENTATION

ATP/E-ATP has contributed to the coordination of the ECOWAS policy watch system. Designed by the project, this is an evolving mechanism to improve on-the-ground implementation of regional trading rules for staple foods and to strengthen associated institutional reforms that address member states' ability to comply with ETLs provisions. The policy watch system has four major components: 1) policy instruments and procedures, 2) coordination or adaptation to the national level, 3) application and reporting, and 4) monitoring and evaluation.

Realizing that ECOWAS lacks an institutional means for monitoring the implementation of regional agricultural trade regulations, the project has emphasized the need to institutionalize the process of gathering and incorporating industry feedback into the policy watch system. During FY 2012, the Policy Advisor planned a workshop that will bring together public and private sector ETLs stakeholders to strengthen relations among ECOWAS technical departments and between ECOWAS and national operators. After being repeatedly postponed, the workshop did not take place. The Policy Advisor also presented the policy watch system at a December ECOWAS staff retreat.

Environmental issues

Potential Environmental Impact and Threshold Decision: No significant adverse effect—Categorical Exclusion.

3.2.3 DEVELOP SYSTEMS AND CAPACITY FOR MONITORING POLICY IMPLEMENTATION

In FY 2011, the project's Policy Advisor assisted the monitoring and evaluation (M&E) unit of the ECOWAS Commission in finalizing an ECOWAS M&E manual and in producing the first (2010) program performance assessment report. As mentioned above, the policy watch system workshop that was organized in FY 2012 did not take place.

In early December, the project presented, for advocacy purposes, the gap analysis results and the policy watch system to 50 members of Mali's Cereals Traders Advocacy Committee, which includes officials from customs, the gendarmerie, and the Ministry of Trade, as well as cereals traders, producer groups, and many others. This committee is supported by USAID/Mali's Integrated Initiatives for Economic Growth in Mali (IICEM) project.

Environmental issues

Potential Environmental Impact and Threshold Decision: No significant adverse effect—Categorical Exclusion.

3.2.4 BUILD A MEDIUM-TERM PLAN TO IMPROVE THE UNDERSTANDING OF REGIONAL TRADE POLICIES, REGULATIONS, AND RULES BY PRIVATE SECTOR STAKEHOLDERS (TRADERS, TRANSPORTERS) AND THEIR ABILITY TO DEFEND THEIR RIGHTS IN MOVING FOOD PRODUCTS WITHIN WEST AFRICA

Most of the activities described in Section 2.2.1 through 2.2.3 are part of the process of building a medium-term plan to 1) improve understanding of regional trade policies, regulations, and rules by

private sector stakeholders and 2) strengthen their ability to defend their rights when moving food products within West Africa.

In addition, the project helped CIC-B organize a workshop on seasonal trade restrictions. This workshop emphasized that these restrictions are prohibited by ECOWAS trade rules. It helped value chain actors prepare for advocacy on this issue. This workshop is further discussed below.

4. OUTCOME 2. ENHANCED LINKAGES AMONG AGRICULTURAL PRODUCERS, AGRO-INPUT SUPPLIERS, AGRO-PROCESSORS, AND DISTRIBUTORS

Poor linkages among value chain actors in West Africa contribute to the value chains' lack of competitiveness. As described in USAID/West Africa's Feed the Future Multi-Year Strategy 2011-2015, building the capacity of regional private sector organizations and market institutions is key to improving the efficiencies of regional market transactions—the strategy's intermediate result 2.1.

The project has used a systematic framework to assess and select the organizations it supports. ATP/E-ATP has supported these partner organizations both institutionally and technically, re-evaluating priorities and monitoring their progress annually. To build institutional capacity, the project has guided partners in carrying out institutional self-assessments using the PIVA tool. It has also helped them develop and implement capacity development plans each year, based on the PIVA results. To build technical capacity, ATP/E-ATP has helped partners elaborate and implement annual value chain development plans.

4.1 SELECT REGIONAL PRIVATE SECTOR ASSOCIATION PARTNERS

During the reporting period, the project continued working with the following regional partners:

- **Livestock.** The trade-oriented apex organization for livestock, COFENABVI, is present in almost all UEMOA countries and is now becoming active across the entire ECOWAS zone.
- **Cereals and rice.** No regional apex organization existed in the cereals value chains at the start of the project. Therefore the following national apex organizations were selected for project assistance: CIC-B for cereals in Burkina Faso and regionally, the *Comité interprofessionnel des riziculteurs du Burkina Faso* (CIR-B) for rice in Burkina Faso, the Ghana Agricultural Producers and Traders Association (GAPTO) in Ghana, and the *Union des coopératives du vivrier des savanes* (UCOVISA) in Côte d'Ivoire. During the reporting period, efforts with WAGN also went forward.
- Before the onion and poultry value chains were phased out, the project also worked with the regional associations ORO/*Afrique de l'Ouest de du Centre* (onion, based in Niger) and UOFA (poultry, based in Burkina Faso). During FY 2012, avian influenza efforts continued with PAN in Nigeria.

4.2 CREATE A VALUE CHAIN DEVELOPMENT PLAN AND BUILD THE CAPACITY OF REGIONAL ASSOCIATIONS

As described above, institutional support has been given through assessments using the PIVA tool (with annual updates) and through development of capacity building plans as part of the PIVA process. The project provided financial and technical support in areas identified in the capacity building plan.

In FY 2012, ATP/E-ATP continued to conduct progress PIVAs with seven partner institutions (one to two PIVAs per organization). The project carried out the following PIVAs:

- **AMASSA** (*Association Malienne pour la sécurité et la souveraineté alimentaires*): October 2011. (An additional PIVA would normally have been conducted in conjunction the APROSSA assessment, but was not completed due to the suspension of activities in Mali.)
- **APROSSA**: October 2011 and September 2012
- **CIR-B**: September 2012
- **COFENABVI**: March 2012
- **CIC-B**: August 2012
- **GAPTO**: August 2012
- **ONFO** (*Observatoire nationale de la filière oignon du Burkina Faso*): December 2011
- **PAN**: December 2011
- **UCOVISA**: June 2012

At the same time, preparations for WAGN advanced considerably during the year. Further details are given below.

Overview of PIVAs conducted

COFENABVI. In March 2012, for the fourth time, the project helped COFENABVI assess its progress using the PIVA tool. The overall PIVA score increased by 8 percent relative to the 2011 score. More specifically, scores reflected strong progress in external relations and advocacy competencies (+25 percent) and substantial progress in competencies related to programs and services, human resources, and operations and management (+12 to 14 percent). Progress was moderate in areas related to gender and equity, entrepreneurship, governance and leadership, and financial management (+2 to 7 percent). To ensure that COFENABVI continues to carry out self-assessments after the project ends, the project organized a training session for the organization's management on use of the PIVA tool. Further training is planned for this purpose.

CIC-B. The 26 participants of the PIVA assessed an overall 13 percent increase in the PIVA score, but the seeming improvement in the organization was mainly due to an increase in the score for gender issues. In other areas, there were slight reductions (3 to 5 percent) in the PIVA scores. Deficiencies were noted in information-sharing with members and in a lack of dynamism.

GAPTO. The September PIVA showed an overall decrease in score by 4 percent, but more significant reductions in financial management and entrepreneurial capacity and, disconcertingly, as with CIC-B, reductions in scores across almost all areas, although governance showed some improvement. As in the case of CIC-B, the organization's leadership has not changed, likely explaining some of the member dissatisfaction.

ONFO. Because of various difficulties in Niger, including political instability, the second PIVA for the regional onion organization, ORO, could not be organized. Instead, the project worked with ONFO, for which a baseline PIVA had been conducted in 2010. The FY 2012 PIVA showed strong progress in operations and management, but negative scores in entrepreneurship, programs and services, and financial management.

UCOVISA. UCOVISA's baseline PIVA was conducted in 2010, but due to the political instability in Côte d'Ivoire, work with the organization had to be stopped. Synthesis of the June 2012 PIVA scores

showed a large improvement (50 percent), which participants largely attributed to project-assisted training activities and to a project-organized exchange visit to Burkina Faso. UCOVISA selected governance and leadership, entrepreneurship capacity, and external relations and advocacy as priority competency areas for the next 12 months. The union also adopted a gender and equity implementation plan.

PAN. The initial PIVA was conducted in May 2011, and the second in December 2011. Following this PIVA process, and with support from E-ATP, PAN defined its advocacy strategy and assisted state chapters in several areas. Participants in the second PIVA felt that progress had been made in all areas but entrepreneurship. Interestingly, members of PAN, so far an entirely self-financed organization, proposed to forego a grant for equipment so they could instead receive training in transportation of live animals after learning about the projects' efforts in this area.

AMASSA. Following the initial PIVA in September 2010, E-ATP assisted AMASSA in strengthening its capacity in three major areas: operation and management, human resources development, and gender. Although there was a delay in project's grant to AMASSA in FY 2011, the organization initiated efforts on its own and made good progress. The October 3-5, 2011, progress PIVA showed improvements, particularly in human resources, financial management, programs and services, and entrepreneurship. One area where PIVA scores had decreased (by 13 percent) was in gender issues; many of the male participants felt that the organization had focused too much on women's empowerment as a result of *Afrique Verte's* recent emphasis.



Participants at the final PIVA workshop at Bobo Dioulasso, Burkina Faso

APROSSA. Following the initial PIVA in September 2010, E-ATP assisted APROSSA in strengthening its capacity in three major areas: operations and management, programs and services, and gender. The October 3-5, 2011, progress PIVA showed only slight improvements or declines of scores, except in external relations/advocacy and gender, where declines in scores were larger. The participants' reason for a decrease in the gender score was the same as AMASSA's: perceived over-emphasis on women. The 2012 scored showed clear improvements in external relations and entrepreneurship, as well as in gender; the overall improvement was 7 percent over baseline.

CIR-B. In September 2012, E-ATP performed the third PIVA of CIR-B to measure its progress. The overall PIVA score increased by 6 percent relative to the 2011 score. More specifically, scores reflected strong progress in the external relations and advocacy competencies, as well as in programs and services and financial resources, but a weakening in operations and management. In addition, in January 2012, the project supported the validation of the action plan (2012–2014) of the *Union nationale des étuveuses de riz du Burkina* (UNERiz). The plan focuses on: 1) improving women parboilers' working conditions; 2) building capacity in management and organization for the unions and parboiling centers; 3) facilitating continuous access to good-quality paddy rice; 4) improving the economic conditions of the women parboilers; and 5) improving the institutional set-up of UNERiz. The project envisions UNERiz as being linked in the future to WAGN at the regional level.

Assistance to the West Africa Grains Network

An important element of the millet/sorghum and maize value chains' vision is for increased communication and networking among cereal value chain actors, leading to more effective advocacy on trade issues. Given the absence of a regional cereals trade organization, a stakeholder workshop held in 2008 recommended using an existing inter-professional organization as a platform for launching a regional grains network. As a first step toward this goal, CIC-B was mandated to lead this effort, using an ATP grant to support a variety of activities. CIC-B facilitated the establishment of a working

group called the *Réseau des professionnels céréaliers de l'Afrique de l'Ouest* or the West Africa Grains Network (WAGN) and created focal points in eight countries.

During FY 2012, the project developed a detailed scope of work to 1) assess the structure of the WAGN focal points; 2) develop a strategic development plan to set up a formal overall WAGN structure; 3) validate the strategic development plan during a regional workshop and assist in defining the activities to be implemented; and 4) provide technical and financial assistance in setting up WAGN.

From February 15 to March 6, 2012, two consultants from subcontractor J.E. Austin, together with a representative of CIC-B, conducted an assessment of the focal points in Benin, Burkina Faso, Côte d'Ivoire, Mali, Niger, and Togo. They met with the focal points for WAGN and held discussions with a wide range of private and public institutions in the cereals sector.

WAGN focal points in every country are working to establish inter-professional bodies and build the network. Focal points are enthusiastic, especially about promoting maize, millet/sorghum, fonio, and rice, and generally have high expectations for WAGN. Some have already developed the necessary legal documents, bylaws, and road maps for formalization. Several other donor organizations besides USAID are interested in supporting these efforts.

At the same time, challenges remain, including:

- Most focal points have a producer/farmer orientation and, therefore, lack participants from other segments of the value chain, which will be essential for a sustainable future organization.
- The organization is technically and financially weak, with limited skills in advocacy.
- Some focal points have only a limited understanding of the value chain concept and of the different roles of value chain actors or the important role that WAGN could assume.
- Focal points lack information such as cereal balance sheets, intra-regional trade data, unified quality standards, country-level value chain analyses, and lists of potential and established actors per country.
- In some cases, as in Benin, focal points lack national representation.
- There is limited participation and in some countries limited public sector knowledge of the WAGN process.
- Some countries do not have focal points.

The consultants proposed a step-by-step approach for the establishment of WAGN and for activities to support the process. During FY 2012, their report—as well as additional information on WAGN—was shared with a broad range of value chain participants and technical and financial partners. In the last quarter of FY 2012, efforts focused on organizing an October workshop to agree on the next steps for establishing the network, with participants including current focal points and additional (often larger-scale) value chain participants and technical/financial partners.

In June 2012, CIC-B led an effort to meet with Nigerien value chain participants and hold a workshop with them. As a result, a Nigerien focal point was established to coordinate the country's WAGN participation and activities.

4.2.1 ACTIVITIES IN THE CEREALS VALUE CHAIN (ATP AND E-ATP)

Maize is a key commodity in the rapidly growing and urbanizing West Africa. In this value chain, the project has focused on lifting constraints to trade relating to production, storage, processing, marketing, and trading. In the millet/sorghum value chain, the project has focused on helping processors access diversified markets, upgrade equipment and operations, and develop consumer markets for new and existing products. Additionally, the project has mounted efforts to help reduce the seasonal bans and restrictions on cereal trade that are common throughout the region.

During FY 2012, the project undertook diverse activities in the cereals value chains. In particular, cascade trainings were carried out in quality management, integrated management, and conservation tillage.

Regional training of cereal producers on managing the quality of maize stocks

Regional cereal buyers are setting increasingly strict quality standards that are often difficult for producer organizations to satisfy. These standards typically have to do with moisture content, impurities, insect damage, spoilage, and aflatoxin levels. To help regional maize marketers respond to this emerging challenge, the project is organizing trainings to address quality management issues that arise at harvest, transportation, and storage. In FY 2012, the project launched cascade trainings and carried out training-of-trainer (ToTs) programs with producer groups in four countries:

- **Benin.** Training on quality management of cereals reached 761 participants, of whom 127 were women. This included an April 11-14 ToT and subsequent cascade training with the *Fédération des unions de producteurs du Bénin* (FUPRO) and the *Chambre interdépartementale d'agriculture* (CIA) Borgou Alibori in Benin.
- **Togo.** Training focused on quality management of cereals. In all, 1,920 were trained, of whom 501 were women. The trainings, which started with a March 1-3 ToT, were conducted with CPC-Togo.
- **Burkina Faso.** Training focused on integrated management of cereals. In all, 1,218 were trained, of whom 485 were women. The training started with a May 3-5 refresher ToT for 40 farmer-trainer (more commercially oriented) members of *l'Union provinciale des professionnels agricoles du Houet* (UPPA-H). It continued with cascade trainings.
- **Senegal.** Training on conservation agriculture included 919 trainees, of whom 287 were women. From May 23-25, the project, in partnership with USAID/Senegal's *Projet de croissance économique* (PCE) and Wula Nafaa project, organized a refresher ToT on conservation agriculture for 35 trainers from cereal producer groups.

Additional capacity building events

- **Regional training of cereal producers on managing the quality of cereal stocks.** This training, conducted on December 1-5 in Bobo Diaoulasso, Burkina Faso, included five participants (one woman) from the maize value chain, and 20 participants from the millet/sorghum value chain. Five organizations participated: 1) the *Union des groupements pour la commercialisation des produits agricoles de la Boucle du Mouhoun* (UGCPA) in Burkina Faso, 2) UPPA-H in Burkina Faso, 3) the *Coopérative des exploitants motorisés de Koutiala* in Mali, 4) the *Fédération Nian-Zwè* in Burkina Faso, and 5) UCOVISA in Côte d'Ivoire.
- **UCOVISA exchange visit to CIC-B.** In February 2012, 21 members of UCOVISA (including 10 women) visited CIC-B in Burkina Faso as part of the process of developing a capacity building plan. They visited two member organizations—UGCPA and the *Groupement professionnel agricole* (GPA) of Sanaba—to learn about organizational, management, and technical aspects of these organizations. This learning was an “eye opener” for UCOVISA delegates in improving their understanding of professional management of organizations. Lessons learned included the importance of management accountability and the need for a strategic development plan, annual work plans, and budgets.
- **Coaching of producer organizations on marketing skills to promote regional trade.** During the first quarter of FY 2012, an ATP mission was organized to Benin and Togo to identify potential maize exporters and to assess the quantities of maize available. Producer associations with substantial stocks were FUPRO, the producers of Borgou Alibori, *Groupement des exploitations agricoles du Bénin*, and producer organizations in Sinendé and Banikoara. In February 2012, the project coached these organizations on preparing a regional trade contract based on the national and ECOWAS regulations for maize exports. The project then continued to facilitate linkages of these organizations with processing companies.

4.2.2 ACTIVITIES IN THE LIVESTOCK VALUE CHAIN (ATP)

As laid out in the livestock value chain development plan, the project has focused on addressing trade constraints related to production, processing, and marketing; and on working with national organizations, the regional apex organization COFENABVI, and the private company *la Société Africaine des viandes et services-SA* (also called *Africaine des Viandes*), which was created by COFENABVI. In FY 2012, the project continued to focus on the institutional development of COFENABVI and on extending across West Africa practices and technologies to make the regional livestock value chain more competitive and efficient. To support COFENABVI institutionally, the project undertook the following activities during FY 2012.

Facilitation of a consultative workshop on expanding COFENABVI to the ECOWAS region. COFENABVI is now recognized as the key regional livestock value chain organization, and it has embraced policy-level efforts to ensure that the concerns of the cattle and meat value chains are taken into account at the ECOWAS level. On October 25-26, 2011, in Abidjan, the project helped organize a consultative meeting to discuss COFENABVI's future direction and collaboration with ECOWAS. The project played a critical role in preparatory activities that led to the drafting of an MOU between COFENABVI and ECOWAS. The MOU was finalized during the meeting, to be reviewed by the ECOWAS legal service. It identifies three major areas for cooperation: 1) improvement of the supply of livestock and its products, 2) improvement in the enabling environment for the livestock/meat value chain, and 3) institutional capacity building for COFENABVI.

Support to initiate a Permanent Secretariat at COFENABVI. During the year, the project assisted COFENABVI in starting a Permanent Secretariat, an important step in building a professional organization. This included assistance in the selection process, which led to the selection of Dr. Mamadou Camara, a retired veterinary doctor and Malian national, for the post of Permanent Secretary. A grant will partly fund the cost of the secretariat.

Support to the Permanent Secretary. Support was provided in two ways. The project staff worked with the Permanent Secretary at the beginning of his contract to help him understand his functions and responsibilities and take the necessary administrative measures for efficient start-up of activities, including the preparation of a road map and work plan. From August 2012 onwards, the project also hired a coach to work with the Permanent Secretary to support him in efforts to further build the organization as a representative body of the livestock value chain.

Assistance to improve COFENABVI member services. The project retained a consultant to help COFENABVI develop plans to improve member services and financial resource mobilization, and to help the new Permanent Secretary develop an annual work program. The consultant analyzed the membership of national federation members; proposed a strategy for enlarging national and regional membership; analyzed members' needs; identified potential income-generating activities; and planned for the collection of data on membership, current services and service quality, member contributions, and willingness to pay.

During FY 2012, the project also continued efforts to train livestock value chain participants, including in the following areas:

Training trainers in slaughtering and meat preparation, and in cattle fattening. There is currently a wide gap between high-end consumers' expectations for specific cuts of meat and sanitary assurances and those supplied under existing practices. To improve the livestock value chain's ability to supply good-quality, hygienically processed meat cuts to consumers, the project undertook cascade training efforts involving 1,620 trainees in Côte d'Ivoire, Niger, Togo, and Benin:

- **Togo.** The ToT in meat-cutting technology and hygiene took place on March 1-10, 2012, in Lomé, Togo. Members from five regions of Togo's project partner organization—the *Fédération de la filière bétail/viande du Togo* (a member of COFENABVI)—were trained. The follow-on cascade training reached 1,100 butchers (including five women). The project provided the trainers with technical reference manuals in print and digital forms, along with a didactic DVD, to use in training colleagues.

- **Benin.** The training involved 520 trainees, of whom 25 were women. It started with a June 26-28, 2012, ToT in Cotonou, Benin, which was carried out together with the *Fédération de la filière bétail/viande du Bénin* (a member of COFENABVI). In the following cascade training, 20 butchers trained others. Another training, also conducted with the national livestock association, on cattle-fattening practices reached 339 trainees, of whom 95 were women.
- **Niger.** During the year, in collaboration with the *Federation nationale des groupements interprofessionels betail viande du Niger* (FENAGIP_BV), a ToT in cattle-fattening practices was conducted for 25 trainers (six women), all members of the national livestock federation. This will be followed up by cascade training.
- **Côte d'Ivoire.** In collaboration with the *Federation nationale des groupements cooperatifs de Côte d'Ivoire* (FENACOPBVI) the project carried out training in cattle-fattening practices for 511 participants, of whom 25 were women.



Participants at a cattle fattening workshop being shown the right feed type for cattle

Training of women in financial management of fattening operations. This activity is described in the gender section of this report.

4.2.3 ACTIVITIES IN THE RICE VALUE CHAIN (E-ATP)

The project's value chain assessment identified numerous factors constraining the rice sector, including weak markets and distribution of rice seed, limited commercial rice production, limited large-scale processing, poor marketing, and an enabling environment fraught with challenges. To date, the project's priorities have been upgrading commercial market channels to help local/regional rice better compete with imported rice; increasing regional supplies of harvest, post-harvest, and processing equipment; and increasing regional trade in rice and rice seed through events and facilitation efforts. The focus has been on strengthening both horizontal and vertical networks, including input equipment suppliers and after-sales services, and improving access to regional markets for producers of milled and parboiled rice. Many of the project's processing and trade efforts have focused on parboiled rice.

In FY 2010 and FY 2011, E-ATP worked in collaboration with USAID/Mali's IICEM project to organize a regional dissemination workshop and training session on the System of Rice Intensification (SRI), a promising technology for improved yields, with participants from eight West African countries. Additionally in FY 2011, the project carried out a ToT program and monitored subsequent cascade training in Nigeria. In FY 2012, the project continued its efforts in SRI in the region through cascade trainings and continued supporting value chain actors in processing. In all, 2,237 producers, including 1,001 women, were trained in SRI. Country-specific trainings include:

- **Ghana.** In October 2011, a ToT for 47 participants (including 10 women) was organized for staff of five partner organizations: 1) the Ghana Rice Inter-professional Body (GRIB), 2) the Agriculture Development and Value Chain Enhancement (ADVANCE) project, 3) IFDC, 4) Catholic Relief Services (CRS), and 5) AMSIG (an extension service center assisting Ghanaian women's group). The partners subsequently organized cascade trainings. In all, 806 were reached, including 397 women.
- **Benin.** An April, 2012, a ToT was conducted for 43 representatives (including 11 women) of eight partner organizations: 1) the *Conseil de concertation des riziculteurs du Bénin* (CCR-B), 2) the *Entreprises territoires et développement* (ETD) and its *Entreprises de services aux organisations des producteurs* (ESOP-Bénin), 3) IFDC-Benin, 4) the Vredeseilanden Country Office nongovernmental organization (NGO), 5) the *Union nationale des riziculteurs du Bénin*, 6) three *Centres régionaux de production agricole* (CeRPAs), 7) three agricultural chambers of Benin, and 8) the *Périmètres rizicoles*

de Malanville, Ségbana et Karimama. Subsequent cascade trainings were finalized for producers from different regions of Benin. In all, 286 were trained, including 72 women.

- **Togo.** A May 2012 ToT involved 35 participants (including seven women) from six organizations: 1) ETD; 2) the *Groupe Chrétien de recherche-actions pour la promotion humaine* (GRAPHE); 3) IFDC-Togo; 4) the NGO *Recherche, appui, formation aux initiatives d'auto-développement* (RAFIA); 5) the *Institut Togolais de recherche agronomique* (ITRA); and 6) the *Institut de conseil agricole Togolais* (ICAT). With the ensuing cascade trainings, 629 participants, including 201 women, were reached.
- **Burkina Faso.** The project conducted a ToT in June for 39 participants (including five women) from the following nine partner organizations: 1) CIR-B, 2) the *Union nationale des producteurs de riz du Burkina* (UNPRB), 3) *Maîtrise d'ouvrage de Bagré* (MOB), 4) the *Autorité de la mise en oeuvre de Vallée de Sourou* (AMVS), 5) the *Union des groupements des producteurs de riz de Bagré* (UGPRB), 6) the *Union des producteurs de riz de la Vallée de Sourou* (UPRVS), 7) the *Union des coopératives rizicoles de Bama* (UCRB), 8) the *Union des producteurs de riz de la Sissili* (UPRS), and 9) the *Société des coopératives agricoles de Banzon* (SCAB). The cascade trainings are ongoing. Additionally, following the training, the Millennium Challenge Account (MCA) project (*projet AD-10/Diversification de l'agriculture et accès au crédit rural*) in Burkina Faso expressed interest in being engaged in further training in the Vallée du Sourou.
- **Senegal.** From June 27-29, 2012, in Koalack, Senegal, the project carried out a ToT on SRI with 33 participants (of whom nine were women) from the following seven partner organizations: 1) the *Agence nationale de conseil agricole et rural* (ANCAR), 2) the *Groupement d'action pour le développement communautaire* (GADEC), 3) *Coordination des organisations professionnelles et rurales du Département de Bignona* (CORD/B), 4) the *Société nationale d'aménagement et d'exploitation des terres du delta du fleuve Sénégal* (SAED), 5) *Entente Diouloulou* (coopérative), 6) *Africare/Projet de promotion et de diversification de l'agriculture dans les régions de Kaolack, Kaffrine, Kédougou et Tambacounda* (PRODIKT), and 7) *Coopératives des unions agricoles de Podor*. The partners then organized cascade trainings to train 516 producers (331 of whom were women) in different regions of Senegal during the fourth quarter of FY 2012.

4.2.4 ACTIVITIES IN THE ONION/SHALLOT VALUE CHAIN (ATP)

A 2008 assessment highlighted a number of competitiveness gaps within the onion/shallot value chain. The subsequent value chain development plan focused on activities across the value chain, including production, storage, processing, and marketing. The great majority of the project's onion/shallot value chain activities ended in December 2011, although some monitoring of road harassment continued, as well as some limited efforts in the ongoing PPP effort. The World Bank project PRODEX continued many of activities that had been carried out by the project, including in road harassment and data collection, after being trained by ATP.

In October 2011, a project consultant conducted a training in best practices in onion packaging for 55 participants from three exporter/producer associations: Burkina Primeur, the *Association professionnelle des maraichers du Yatenga* (ASPMY), and the *Association des exportateurs de la filière oignon du Burkina* (AEFOB). The training was organized in partnership with EmbalMali, a leading Malian packaging company specializing in the production of mesh bags that significantly reduce spoilage during transportation. The training focused on ways to grade onions, identify the sizes wanted by the customers, and fill and weigh mesh bags (i.e., notions of norms and standardization).



Onions packaged mesh bags for better aeration

4.2.5 ACTIVITIES IN THE POULTRY VALUE CHAIN (ATP)

The project's FY 2009 assessment of the poultry value chain and a FY 2010 avian influenza assessment led to the development of the value chain development plan, which focused on improving access to inputs, strengthening regional and national poultry inter-professional organizations and producer associations, improving commercial poultry slaughter and cold chain facilities as models for the region, improving poultry market and trade information, and mitigating AI through better practices (discussed under Outcome 5). FY 2012 poultry value chain activities ended on December 31, although biosafety/avian influenza-related work continued during FY 2012.

During the first quarter of FY 2012, the project continued its effort on improved poultry slaughtering facilities, which had been initiated in FY 2011. The project's assessment in Burkina Faso, Mali, and Senegal highlighted a lack of hygienic and sanitary standards by many operators in the region. Consequently, the project met with actors in the poultry sector from Burkina Faso and Senegal to propose a pilot for best-practice poultry slaughtering facilities. Several Senegalese participants expressed interest in investing in such facilities. The project supported these companies, including in business plan development. However, the construction of the facilities was greatly delayed. At end of FY 2012, the project decided that, given these delays, it was no longer realistic to expect that the project could during its lifetime provide the intended support during the final phase: a grant for the purchase of small equipment for hygienic processing of the poultry and training for poultry butchers within the facility in hygienic slaughtering operations.

4.3 BUILD AND DISSEMINATE REPLICABLE BUSINESS MODELS TO DRIVE TRADE

4.3.1 ACTIVITIES IN THE CEREALS VALUE CHAIN (E-ATP)

The project has identified promising companies for regional trade and has supported them to expand their businesses. FY 2012 activities included:

Preparation of a business plan for GIC. E-ATP has supported the *Société générale d'investissement et de commerce du Sénégal* (GIC) to link in other markets. As result, GIC has made several regional procurements. GIC is now interested in arranging for contract-based purchases of maize sourced from the Malian, Burkinabé, and Ivorian producer organizations it encountered during a project-supported trip. During FY 2012, together with USAID's PCE, E-ATP also helped GIC prepare a business plan for better access to finance to buy processing equipment for a processing unit in Keur Madiabel in the Kaolack region. This unit would clean the cereals and target a niche market for high-quality cereals. The project helped select (and provided partial support to finance) a consultant to support the business plan development.

Preparation of a business plan for NAFASO. In 2010, the project identified *Neema Agricole du Faso* (NAFASO), a seed production company in Burkina Faso, as an interesting business model. The NAFASO business model is based on a form of contract farming with seed multipliers and on a seed distribution network with regional retail outlets in the Hauts Bassins region. During FY 2012, E-ATP documented the NAFASO business model as an example to small enterprises elsewhere, particularly in the area of contract farming with small- and medium-scale producers.

4.4 BUILD LINKAGES AND SUPPORT TRANSACTIONS THROUGH A NETWORK OF MARKET FACILITATORS

Building linkages among regional actors is necessary to foster trade, but it is complicated by West Africa's multiplicity of cultures and languages, long distances, poor road infrastructure, and lack of trust among traders. To bring potential trading partners together, the project has helped value chain actors participate in a variety of trade events and has worked to directly facilitate trade among potential partners, helping them interact, share information, contract, and transact. In light of ongoing food security concerns in the Sahel, the project stepped up its direct trade facilitation activities in FY 2012, with a focus on facilitating trade from surplus to deficit areas.

4.4.1 ACTIVITIES IN THE MAIZE (ATP) AND MILLET/SORGHUM (E-ATP) VALUE CHAINS

Trade facilitation activities

In FY 2010 and FY 2011, exploratory trips to assess trade possibilities in the cereal value chains were followed by coaching and facilitation support to ensure effective contract-based trade. Due to the shortage of cereals in many countries of the Sahel in FY 2012, the project highlighted the role regional trade can play in moving commodities from surplus to deficit zones. It also took initiatives to facilitate commercial relations between maize and millet/sorghum value chain actors in the sub-region, including prospecting potential supplies in coastal countries with potential excess production and demand in the Sahel. Initiatives included:

- **Assessing stocks.** From October 27 to November 6, an ATP mission to Benin and Togo identified potential exporters of maize and assessed quantities available for potential sales to buyers in Burkina Faso, Ghana, Mali, and Senegal. In Benin, a number of producer associations were identified with substantial stocks of maize ready for exports.
- **Assessing demand.** At the same time, during another mission to Niger, the project talked with large wholesalers to better understand demand. These contacts were pursued during the *Bourse céréalière* in Bamako in December but unfortunately, the negotiations did not result into a contract.

Specific activities are described below.

Facilitation of contract-based transactions between Benin and Burkina Faso. From June 23-29, 2012, the project organized a mission to Benin to facilitate a trade involving the sale and transportation of 6,000 MT of white maize between a Benin producer organization, the *Groupement des exploitants agricoles du Bénin* (GEA-Bénin), and a major trader from Burkina Faso, the *Etablissement Velegda*. The parties had already been put in contact prior to the trade mission in Benin and had agreed to a specific price. The quality of the maize had to be verified and the costs of transportation still needed to be discussed. The maize was of good quality but, after negotiating all the costs, the total was more than the trader had budgeted. Other factors discouraged the trader as well—the export papers would take more than three weeks to arrive and the trade would involve other costs, such as paying for the phytosanitary inspector to deliver the papers. And, despite all the documents, the trader would still have to pay bribes en route. For these reasons, no formal contract was signed during this mission. The negotiations did, however, contribute to building business relations between these two major regional cereal actors; they agreed to stay in contact.

Facilitation of contract-based transactions between Côte d'Ivoire and Mali and Burkina Faso. The difficult food situation faced by Burkina Faso and Mali in 2012 meant that the traders and processors in those countries had to look to the coastal countries to find significant quantities of cereals. The northern and central parts of Côte d'Ivoire are important sources of cereal supply, especially maize, and at competitive prices.

On February 15-18, 2012 in Bobo Dioulasso, ATP organized a trade facilitation workshop between major maize producers from Côte d'Ivoire and traders and processors from Burkina Faso and Mali. To ensure capacity development, the activity was conducted in close collaboration with CIC-B and AMASSA. A total of 20 operators attended the meeting, which resulted in contacts and a small transaction between Ivorian and Burkinabé partners. The project assisted the parties by helping them obtain legal export documents and handle the payment/importation processes.

Facilitating supply to Premium Foods in Ghana. Premium Foods is a processing operation that produces grits for breweries, as well as enriched flour. It imports most of its cereals from Brazil, South Africa, and Argentina. Its current maize needs are about 70,000 tons a year. Premium Foods has expressed interest in procuring part of its raw materials in the West Africa region, but due to a lack of information on regional supply, it asked for the project's continued assistance. During FY 2012, ATP worked to facilitate a trade transaction of 800 MT of yellow maize between the Kumasi-based Premium Foods and UCOVISA, the Korhogo, Côte d'Ivoire-based producer association.

Unfortunately, Premium Foods had to cancel the bank guarantee it obtained to secure the supply, because UCOVISA was not able to deliver.

On January 20-26, the project organized a mission to Togo to facilitate the finalization of contracts for the sale and transportation of 3,000 MT of white maize between a Togolese producer organization (CPC-Togo) and Premium Foods. However, after the contracts were signed, the *Agence nationale de la sécurité alimentaire du Togo* (ANSAT), a government agency that grants export permits for cereals, denied CPC-Togo the export permit it requested. Reasons cited included the low purchase price (even though ANSAT bought maize at a lower price during the season, for the World Food Programme), and a claim that since the maize is destined for processing it does not contribute to food security. It should be noted that Premium Food's processed maize is purchased by many customers, including the World Food Programme.



Officials of CPC-Togo, Premium Foods Ghana and USAID ATP at the signing ceremony

Consequently, during the first week of February, the Board of Directors of CPC-Togo contacted the Togolese Minister of Agriculture to ask for clarifications; at the same time, CPC-Togo contacted ATP for help facilitating meetings between with ANSAT and the Ministry of Agriculture. On February 15, the ATP Chief of Party and Deputy Chief of Party met with the Director of ANSAT and the Permanent Secretary of the Ministry of Agriculture; the latter meeting was also attended by a representative of the U.S. Embassy. As ANSAT did not respond positively to CPC-Togo's request after these meetings, CPC-Togo then met with the President of Togo during the last week of March, and again in April. It seems a permit of 1,500 MT was agreed to during these

meetings. However, given price changes since the January 2012 meeting, it became clear that the contract would need to be renegotiated, and it did not go forward.

Lessons learned. Some lessons learned from these experiences include:

- Producer associations prefer sales at warehouses, as they do not know all charges associated with intra-regional trade.
- No supplier wants letters of credit as payment.
- Many buyers want quality control assessment before the delivery, to avoid problems.
- Côte d'Ivoire has a great deal of supply capacity and its maize is already dry in October. Senegal's poultry industry could possibly profit from this, as Côte d'Ivoire mainly produces yellow maize, which is in demand by the poultry industry.
- For first contacts, email is not sufficient. Only face-to-face contact gives confidence. In such visits, potential partners are impressed by an office, equipment, and storage infrastructure.
- Producer organizations should be trained in quality standard requirements.

Facilitation of participation in trade events

Trade events provide opportunities for processors to meet potential buyers and raw material suppliers, as well as to introduce processed products to traders throughout the region. The project has supported participation in trade events since FY 2009. These events include cereal exchanges and special trade events to facilitate direct contacts among cereal traders. At the events, the project helps match buyers with sellers, assist with contracts, document transactions, and monitor the completion of these transactions. In particular, the recent growth in sales of processed goods highlights the potential importance of processors in development of value chains in West Africa. In FY 2012, several events were organized:

Les Journées agro-alimentaires (JAAL) de Ouagadougou. This important, semiannual cereal product fair under the auspices of *Fédération nationale des industries de l'agro-alimentaire et de transformation du Burkina Faso* (FIAB) was held November 29-December 6. The project sponsored SOCMEI in Togo and Free Work Services in Dakar to participate, as well as rice traders from Benin, Burkina Faso, Ghana, Mali, Senegal, and Togo. Two of them were among those receiving awards: the Single Mothers Association from Ghana was awarded the “ECOWAS Integration” prize and UNERiz received the “Quality” prize.

Bamako Cereal Exchange. This cereal exchange, sponsored by *Afrique Verte*, took place in December 2011 and followed those sponsored by the project since 2009. This event—all the more important because it took place against a backdrop of food shortages in many areas in the region—gathered over 150 value chain actors from Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Nigeria, Senegal, and Togo. Offers to sell and offers to buy during the event amounted to about 130,000 MT and 270,000 MT, respectively, of various cereals. Over 40 contracts for about 50,000 MT or \$9 million were recorded.

Niamey Cereal Exchange. Building on the relationship with *Afrique Verte* since 2009, the project assisted *Afrique Verte's* Niger-based member *Actions pour la sécurité et la souveraineté alimentaires au Niger* (AcSSA) with the exchange event. The exchange was sponsored by the Ministry of Agriculture and the French development agency; it was held in Niamey on March 20-22, 2012. Within the context of the region's food shortages, it focused on facilitating grain trade from surplus areas to deficit areas within the region. Participants came from Niger, Benin, Togo, Nigeria, Burkina Faso, and Ghana. In all, 22 contracts, valued at around \$1 million, were signed. During the event, the project presented its trade facilitation experiences and the requirements for regional trading.

4.4.2 ACTIVITIES IN THE RICE VALUE CHAIN (E-ATP)

Facilitation of trade in paddy rice. Securing a steady and reliable supply of paddy rice for its processing factory has been a challenge for Koama Industries in Ouagadougou, Burkina Faso. In January-February, E-ATP organized a prospection mission for Koama Industries with major rice suppliers in Benin and Togo.

The groups visited were very interested in starting to supply Koama Industries during the harvest season beginning in November-December 2012. During the prospection mission, Koama Industries also became familiar with (and ordered) a machine to mill rice hulls into flour and further process it into animal feed pellets. The hulls are an important by-product from milling and one that Koama Industries to date has not found a use for. Larger processed volumes, as a result of these interactions, will also help Koama Industries repay its loan, which the project supported. In addition, the project played an important role by assisting Koama Industries in its negotiation with the *Union des coopératives de la Vallée de Bagré* which led to agreements to purchase rice from it.



Technicians installing the rice milling machine procured by Koama Industries

Facilitation of trade in parboiled rice. Previous efforts include two FY 2010 parboiled rice market analyses (one on markets in Senegal, Mali, and Burkina Faso; another on Ghana and Nigeria). The ensuing working group forum and “business-to-business” forum emphasized the need for support to establish sustainable business relationships and expand the number of business partners.

4.4.3 ACTIVITIES IN THE LIVESTOCK VALUE CHAIN (ATP)

Facilitation of contract-based transactions between Burkina Faso and Ghana. In May, ATP organized a trade facilitation meeting in Fada N’Gourma, a major center of livestock trade in Burkina Faso, between representatives of COFENABVI, *l’Association des exportateurs de bétail de Fada N’Gourma*, and representatives of the Tamale livestock traders association of Ghana. The different delegations visited the local livestock market to assess cattle prices, which were deemed too high for the current quarter. Both associations did, however, decide to pursue the formalization of their contacts by opening bank accounts that will enable them to transfer transaction money more securely and effectively between Burkina Faso and Ghana. They also decided to review and finalize a contract model proposed by ATP. The associations decided to follow up on their negotiations at a later date when cattle prices are more competitive.



Nigerian and Malian cattle traders at a cattle market in Bamako

Technical assistance to *Africaine des Viandes*. This Abidjan-based private company works in partnership with producers in cattle fattening and with managers of refrigerated slaughtering facilities in the storage and preservation of meat aimed at export markets. The project has provided technical support to the company since 2009. During FY 2012, the project assisted *Africaine des Viandes* in supplying meat to Senegal, Côte d’Ivoire, and Abidjan. In June, *Africaine des Viandes* invited ATP to assist with its third board of directors meeting, followed by its general assembly, which took place June 13-14 in Bobo Dioulasso, Burkina Faso. The project was asked to counsel *Africaine des Viandes* on the structuring of its enterprise. The general assembly decided to create company representation in Burkina Faso; recruit a director general and an accountant/secretary to administer and manage the company; and increase the capital of the society by an internal call for subscriptions (current shareholders) on terms to be agreed by the next board meeting.

Facilitation of contract-based transaction between Malian and Nigerian traders. Nigeria has a vast demand for livestock products, which are mainly supplied by its neighboring Sahelian countries of Burkina Faso and Niger. Malian livestock traders have been interested in penetrating Nigerian markets, and Nigerians have had interest in exploring livestock imports from Mali. In March 2011, an ATP-organized visit to Nigeria established contacts between Nigerian cattle traders and COFENABVI members. During the first quarter of FY 2012, the project organized an event in Bamako, Mali, attended by three Nigerian traders and representatives of three Nigerian banks. Several issues made the negotiations difficult: unfamiliarity with transportation routes or costs (the parties therefore decided to do a test); Malians’ fear of entering Nigeria due to security problems (Nigerians agreed to meet them at the border to escort the trucks to Lagos); and Nigerians’ request for animals weighing 350 kg and more (the solution was to decide on the breed of the cattle and weigh trucks empty and then full).

As a result of these discussions, the businesses—GMV Advantage, Dantata Foods & Allied Products Ltd., and McCalla Agro Allied Ltd.—signed a contract with Malian traders to purchase, on a trial basis, 90 head of cattle with a total value of FCFA 22,500,000 (\$45,000). Difficulties with bank guarantees delayed the transaction, but after the Nigerians offered to make a 50 percent down payment, attention turned to an agreement on the best transport route. Unfortunately, general instability in the region, including the rebellion and coup d’état in Mali and terrorist activities in Nigeria, suspended all activities on this trade transaction.

Organization of “Operation Tabaski” 2011. ATP played a catalytic role by facilitating contractual transactions with a view to building mutual trust for long-lasting trade relations. The project implemented “Operation Tabaski” of 2010 in Ghana, when 2,584 sheep were sold by Burkinabé exporters. In FY 2011, 4,444 sheep were sold. In FY 2012, the focus was on facilitating commercial transactions between Burkina Faso and Côte d’Ivoire, in order to help re-initiate trade between the two countries after a period of instability in Côte d’Ivoire. ATP helped establish fenced places for the sheep in Adjame and Yopougon in Abidjan. In November 2011, Burkinabé exporters sold 6,379 sheep in the Abidjan market for a total value of 663,525,000 FCFA (\$1,327,050).



A fenced area for sheep in Yopougon Market in Abidjan

4.4.4 ACTIVITIES IN THE ONION/SHALLOT VALUE CHAIN (ATP)

Important obstacles to regional trade in onion, as in other products, include high losses, poor product quality, and seasonality of production. In FY 2011, ATP emphasized building sustainability and continuing its efforts in the value chain; this continued during the final months of onion value chain activities. In its final quarter (October-December 2011), the project continued to support the World Bank PRODEX project to enable it to take over many of the onion activities initiated by ATP. Project efforts during this quarter included co-facilitating the Niger onion exporters’ trade mission in Accra and Abidjan; conducting a week-long training for the PRODEX M&E specialist in ATP’s M&E methods; providing training on reducing road harassment and developing advocacy (following ATP methods); and helping upgrade aggregation centers in Niger, in line with the new wholesale market in Ghana.

At the same time, the project continued to facilitate processed, dried onion products, a relatively new niche market mainly in urban areas, but one where consumer interest is expected to grow. FY 2010 and FY 2011 efforts to support Rose Eclat, a Burkina-based company processing dried, sliced onions, in expanding to markets in Nigeria, Côte d’Ivoire, and Burkina Faso. In December 2011, the project organized a trade facilitation mission to Nigeria, during which participants visited potential Nigerian importers of dried onion and initiated the process of registration with the National Agency for Food and Drugs Administration and Control. An agreement was reached between a Nigerian importer and Rose Eclat for a test shipment.

Environmental issues

Potential Environmental Impact and Threshold Decision: Forums, attendance at trade events, diagnostic studies, training, and workshops have no significant adverse effect—Categorical Exclusion. Transnational exportation of maize, meat, and livestock (sheep) has the potential for adverse environmental impacts, such as introduction of disease or exotic species, and thus receives a Negative Determination with Conditions. The provision of seed stock and fertilizers for onion production may have adverse environmental impacts, and thus receives a Negative Determination with Conditions. In these activities, when appropriate, best practices are promoted, as outlined at <http://www.encapafrica.org/EGSSAA/WordEnglish/agriculture.doc> and <http://www.encapafrica.org/EGSSAA/>

Technical staff provide monitoring; oversight is done by management

5. OUTCOME 3. MORE EFFECTIVE ADVOCACY FOR REGIONAL AND NATIONAL POLICIES FOR INCREASED REGIONAL AGRICULTURAL TRADE

5.1 DEFINE REGIONAL ADVOCACY PLANS BY VALUE CHAIN

ATP/E-ATP has facilitated the development of regional advocacy plans for each of its value chains. These regional advocacy plans integrate the results of various activities, including road harassment and logistics work and trade policy barrier activities (Outcome 1), as well as value chain development plans (Outcome 2). Regional advocacy plans guide the advocacy process to address priority policy issues at both the regional and national levels. The plans will also help national organizations align their advocacy efforts with broader regional advocacy plans, to ensure that actors throughout the region are working toward a shared vision. The advocacy plans are updated annually.

Environmental issues

Potential Environmental Impact and Threshold Decision: No significant adverse effect—Categorical Exclusion.

5.2 PROVIDE ADVOCACY ASSISTANCE AND GRANTS TO SELECTED APEX AND VALUE CHAIN ORGANIZATIONS

During FY 2012, advocacy support was given to a variety of organizations, as described below:

- **Workshop on seasonal restrictions.** Seasonal restrictions on cereal exports represent a major policy barrier to trade. The project has encouraged CIC-B to prepare an advocacy campaign to be undertaken at both the national and regional levels. As part of this effort, the project helped organize a workshop on these restrictions in Ouagadougou on March 16-17, 2012⁴, for 26 diverse value chain actors, from transporters to producers. The workshop covered the types of restrictions and their diverse negative impacts, including long-term impacts in areas such as planned investments and business expansion. The workshop emphasized the importance of collecting information as a basis for formulating advocacy actions. A second workshop planned in Mali had to be canceled due to political events in that country.
- **Addressing the Burkina-Benin border corruption.** In recent years, Burkinabé cattle exporters to Benin—through which much of the trade to Nigeria also takes place—have had to pay very high bribes. Recently, livestock thefts and armed robberies have also increased, particularly as the livestock market on the Nigerian side has become a night market. To address this situation, the *Union nationale des commerçants de la filière bétail-viande* (UNACOBVI) of Burkina Faso organized a meeting in Ouagadougou on February 9, which resulted in a decision to temporarily suspend live cattle exports to Nigeria as of February 20. A follow-up meeting was held on March 5-6 with 118 livestock value chain actors from Mali, Benin, and Nigeria, as well as representatives from COFENABVI, the World Bank-funded *Projet d'appui aux filières agro-sylvo-pastorales* (PAFASP), and the Burkina Ministry of Livestock. The meeting resulted in a consensus on numerous issues to improve the safety of the market and transport. The Nigerian

representative agreed to implement necessary measures and the representative of the Burkinabé ministry affirmed the ministry's availability to back these measures. The project committed to monitoring the situation, and has continued to facilitate efforts to move forward.

- **Assistance to CIR-B in capacity building and advocacy.** During FY 2012, CIR-B's current grant agreement was modified to emphasize capacity building and advocacy assistance, including organizing annual meetings with partners; training managers of apex organizations and members in advocacy techniques; and organizing membership drives and various visits to collect dues from existing members. The project also assisted CIR-B in organizing an external relations and advocacy mission in Burkina Faso to enhance the association's visibility, attract new members, and encourage current members to pay their membership dues.



Officials of CIR-B undergoing capacity building training organized by ATP

- **Training in advocacy techniques in the onion value chain.** As the situation in Niger returned to normal during 2011, ATP could again undertake activities in that country.
- A workshop was organized on October 18-19, 2011, in Niamey on advocacy methods and techniques for 30 Nigerien, Ghanaian, Ivorian, and Burkinabé onion value chain actors. The meeting, which focused on ECOWAS/UEMOA regulations and directives on intra-regional trade, resulted in an advocacy plan.

During several project-sponsored events, project partners identified a need for further actions in the policy arena. During the PIVAs for AMASSA, APROSSA, and PAN, value chain actors emphasized the need for a series of policy briefs that would highlight major policy constraints to expanding intra-regional trade in each value chain, including seasonal export bans; value-added tax (VAT) charged on VAT-exempt commodities; national phytosanitary certificates not being universally respected; and special surcharges on certain commodities in certain countries (e.g., millet imports in Senegal).

Environmental issues

Potential Environmental Impact and Threshold Decision: Technical assistance in advocacy: No significant adverse effect—Categorical Exclusion. Implementation of grants: variable according to the activities planned by the grant—Negative Determination with Conditions. No new grants were made this reporting period. Existing grants continued to be monitored and appropriate measures (due diligence assessments, environmental screenings, and review forms) taken. Monitoring was done by technical staff.

5.3 SUPPORT ADVOCACY ON REGULATIONS AND POLICY

Conference “Food Security and Regional Trade in West Africa”

ATP/E-ATP initiated planning for a major event scheduled during the extension period: a regional conference on “Food Security and Regional Trade in West Africa.” Despite a great deal of progress during the project's time frame, the West African environment remains in many ways inhospitable to regional trade in regionally produced staple commodities. Constraints that continue to affect regional trade include seasonal bans and other types of restrictions and permits for export, corruption along the borders and roads, and poor infrastructure in key routes. Improved conditions for regional trade would have a multitude of positive impacts, from food security (as food would flow from surplus to deficit areas) to increased incomes (by creating larger markets for the region's farmers) to the eventual elimination of the “unofficial” trade.

The “Food Security and Regional Trade in West Africa” conference will highlight current constraints, assess solutions, and find consensus between the public and private sectors on the way forward. The conference, which will bring together the public and private sectors, will include a business forum where regionally active private sector actors can form links and a workshop to discuss private constraints, needs, and advocacy plans to improve the business environment for regional trade. Directly after the business forum, a high-level, public-private sector forum will address constraints to regional trade and focus on solutions, including those generated during the business forum. Participants in the business forum are expected to be diverse, including export/import companies, traders, producer organizations, transport companies, banks and finance institutions, and other service providers. These actors will continue in the public-private forum, which would also be attended by regional economic communities and regional and governmental organizations. International organizations, NGOs, and relevant projects will participate as observers.

During the third and fourth quarters of FY 2012, the project developed and decided on the fundamentals of the conference, including:

- Development of a scope of work, which was shared with USAID and the project’s regional partners
- Discussions between USAID/WA and ECOWAS leadership, which resulted in the latter agreeing to host the conference
- Decisions on a location (at end of FY 2012, Ouagadougou had been decided upon as the location; this later changed to Accra) and timing (late January 2013)
- Planning and initiation of a trade data study, an important input into the conference, as well as another study on missed opportunities due to the lack of regional integration
- Development of a first draft of the program and proposals for technical and advisory committees

Environmental issues

Potential Environmental Impact and Threshold Decision: No significant adverse effect—Categorical Exclusion.

5.4 SUPPORT KEY EVENTS TO HIGHLIGHT PRIORITY ISSUES

During FY 2012, the project supported various events to highlight priority issues:

- **CIC-B advocacy activities.** With the project’s technical and financial support, CIC-B organized advocacy activities for 29 members during the *Journées de promotion du maïs* (Maize Promotional Days) in Houndé from May 10-12, 2012. The event included advocacy activities aimed at encouraging national authorities to remove obstacles to trade in cereals and processed products. It also educated all value chain actors on the need to improve the collection and group marketing of cereals through CIC-B’s *Operation intrants*¹ mechanism and on the importance of complying with contractual obligations as a way to promote value chain development. Discussions focused on research successes; prospects for creating and disseminating improved maize varieties in Burkina Faso; cereals marketing (negotiation and contract management techniques); and cereals trade barriers in the ECOWAS sub-region, such as VAT, bans/restrictions, certificates of origin requirements for agricultural products and packaging material; the lack of reciprocity among countries in accepting phytosanitary certificates; and funds transfer restrictions. Proposals were made to establish two groups: one to enhance and promote business partnerships and relationships among Burkinabé cereal value chain actors, and one to focus on lifting tariff and non-tariff barriers and establishing a regional organization of cereals professionals in West Africa.

¹ *Opération intrants*: Mechanism for prefinancing inputs, especially fertilizers, from maize production surpluses at the individual farmer level. The scheme has been implemented by CIC-B since 2005. The number of participating producers and the quantities of maize and fertilizer have been increasing by about 77 percent each year.

- **Bourse céréalières.** During this December 2011 event, AMASSA and APROSSA organized an advocacy meeting with public authorities in Mali, where they discussed the export ban on cereals and more general issues associated with non-compliance with ETLS rules. They discussed the same issues with value chain actors, to define both the rights and obligations of stakeholders. Advocacy documents clarifying those rights and obligations were distributed to participants.
- **CIC-B training on negotiation skills and import/export contract management.** On March 19-20, 2012, in Ouagadougou, CIC-B used a project grant to organize a training workshop on negotiation skills and cereal import/export contract management for 39 participants from eight countries (Benin, Burkina Faso, Ivory Coast, Ghana, Mali, Niger, Senegal, and Togo).
- **Poultry trade between Ghana and Burkina Faso.** During the year, the project explored how to reinstate poultry trade between Ghana and Burkina Faso, which was banned due to the avian influenza epidemic of 2006–2008. This work built on 2011 advocacy activities and on a project-organized trip to Kumasi. Veterinary service providers from the two countries pledged to continue to move towards completion of the World Animal Health Organization (OIE) AI-free self-declaration process. During early FY 2012, efforts focused on the Burkina side. The project then worked with the Ghana USAID mission to try to organize a meeting with the Ministry of Agriculture in Ghana.
- **CORPAO.** On March 26-30, the project participated in CILSS' 2012 Conférence régionale annuelle sur la situation agricole et alimentaire et les opportunités d'échanges de produits agricoles et agro-alimentaire au Sahel et en Afrique de l'Ouest (CORPAO) in Lome, Togo. ATP/E-ATP shared its experience promoting regional trade and its regional trade data collection program, generating considerable interest among conference participants. The event also gave the project the opportunity to highlight constraints to regional trade, including cereal bans, and to discuss the importance of cereal sales (such as that attempted by CPC-Togo and Premium Foods) with the ANSAT director.
- **The fourth Journée avicole in 2011.** E-ATP was invited to help organize UOFA's annual general meeting, a three-day event involving nearly 90 participants from West Africa and outside the region. E-ATP presented its areas of activity relevant to the poultry sector, including the transport cost study; activities related to trade policies affecting the poultry value chain; ways to improve sanitary conditions in small-scale poultry abattoirs and E-ATP's efforts in this regard; and efforts on biosafety/avian influenza, including issues addressed by E-ATP.

Environmental issues

- Potential Environmental Impact and Threshold Decision: No significant adverse effect—Categorical Exclusion.

Gender and management of food agribusinesses

- Details on the project's involvement in APROSSA's Banfora event are provided in the gender section of this report.

6. OUTCOME 4. IMPROVED EFFICIENCY OF TRADE TRANSACTIONS AND REGIONAL MARKET ACCESS, IN PARTICULAR THROUGH THE IMPROVEMENT OF REGIONAL MARKET INFORMATION SYSTEMS

Building on existing systems designed to provide market information to private users, the project has partnered with Esoko Networks, a company that manages a web- and mobile phone-based platform that provides market information to private sector subscribers. The project's interest in partnering with Esoko is to provide accurate, real-time MIS to beneficiaries by using a proven, modern MIS platform.

The project has been 1) training partners on the methodology for data collection and dissemination; 2) holding annual partner conferences and, more broadly, providing financial support to partners; and 3) facilitating bids and offers. It has also been expanding its MIS coverage, which initially focused on ATP value chains, into E-ATP value chains.

In the first quarter of FY 2012, the project finalized an assessment of its MIS activities. The assessment concluded that Esoko has emerged as a major platform offering a real-time market discovery mechanism for individuals and businesses. However, the Esoko platform has not performed optimally in all countries and across all value chains. In particular, the transition from a simple system (TradeNet) to a complex platform (Esoko) led to a relatively long period of platform instability that prevented user participation from reaching its potential, especially outside of Ghana. In addition, although Esoko's web interface is easy to use, its mobile interface may be too complicated for easy use by the projects' value chain actors.

The MIS assessment pointed out that Manobi, a competing platform, provides a good balance between technical functionality (including use of special phones easy for illiterate users) and potential business-model sustainability (including charging customers for "value-added" services such as market linkages, financial services, certification, and contracts), while providing free basic MIS information such as prices to all customers.

Based on these findings, the MIS assessment made two major recommendations. First, it would be preferable to continue working with the Esoko system in places where it is showing the greatest signs of success (i.e., in Ghana, where it has a well-established brand). Second, based on the need to generate lessons learned on the best MIS program alternatives for future USAID initiatives—in terms of effectiveness and potential sustainability—the project decided to initiate a pilot partnership with Manobi while maintaining its partnership with Esoko in FY 2012.

During FY 2012, ATP/E-ATP started to work with these two private sector providers. At the same time, the project finalized its plans with the public MIS network RESIMAO, in collaboration with the MIR Plus project.

6.1 SUPPORT THE DEVELOPMENT OF PUBLIC AND PRIVATE MARKET INFORMATION SYSTEMS

Partnership with Esoko

During FY 2012, the project and Esoko initiated what is called the “Esoko-ATP Pilot,” an effort to give support to a set of chosen market actors to link them with potential buyers and sellers, as evident in Esoko bids. Focal countries are Ghana (where work continues with Esoko Ghana) and Burkina Faso (where the partner organization continues to be APROSSA).

This arrangement works with a group of companies, traders, and producers chosen for support. The project’s Market Facilitators—one in Burkina Faso, another in Ghana—closely monitor bids and offers in the Esoko platform and inform the chosen companies on about bids/offers. They help facilitate the transaction and close the deal. During FY 2012, project activities included the following:

- Groups of businesses were chosen for support in Ghana and Burkina, and in Quarter 2, market facilitators were hired and companies selected in both countries. In Ghana, Esoko assessed and trained businesses during Quarter 2. Due to administrative issues, APROSSA training was postponed.
- Support for these businesses started. Unfortunately, it soon became clear that the businesses chosen did not seem suitable for the pilot. Some said they could not use the platform due to lack of information technology (IT) equipment, Internet access, and mobile credits.
- Together with Esoko, the project thereafter defined in more detail the criteria for these businesses, including that key actors should be able to use and have access to IT and be mainly young to middle-aged.
- Esoko and ATP started monthly meetings during which they assessed bids/offers made and support given.



ATP MIS Specialist explaining how to access market information via phone to a participant at a workshop

In Nigeria, Esoko Network still provides MIS platform services for the dissemination of MIS data collection. Although the upload to the Esoko platform had previously encountered problems, they were resolved and upload worked well.

Partnership with Manobi

The partnership with Manobi covers Mali, Burkina Faso, and Côte d'Ivoire. Manobi was mandated to provide market information and data collection tools to the following technical partners: APROSSA in Burkina Faso, AMASSA in Mali for cereals value chains, and COFENABVI for the livestock and meat value chain in Côte d'Ivoire, Burkina Faso, and Mali. An additional tool called GestOp, which is used for value chains actors' database management, is available to value chain actors through Manobi. The project did the following during FY 2012:

- Partnership agreements between Manobi and project partners were signed, albeit behind schedule. CIC-B and AMASSA signed their agreement with Manobi in December, but there were delays with APROSSA and COFENABVI. A meeting held with partners in February 2012 made it apparent that more work was needed to build a relationship and common understanding between Manobi and MIS partners in platform data ownership and MIS team-building. Partnership agreements were, however, signed.
- In December 2011, the central component of the Manobi platform, mAgri, was connected to the mobile network for AMASSA in Mali. In February 2012, data collection was initiated. However, in April, suspension of activities in Mali also stopped the MIS efforts between Manobi and AMASSA.

- In Burkina Faso, work started moving forward after the February meeting, but problems with interconnection incompatibility became evident between the national provider Airtel and Manobi's mAgri SMS platform. This was not solved until July 2012.
- With COFENABVI, work moved forward very slowly. It became evident that the association had problems receiving the information needed for the platform from the national federations; across both regional and national levels, its capability to handle MIS issues was low. The short time frame for implementation proved to be overambitious, adding pressure for results.

The project became increasingly concerned that the service provider was working almost entirely from Dakar and not engaging dedicated staff to the effort on the ground, as envisioned in the contract. To resolve these issues, from June 18 through 22, 2012, the technical staff and the project management held meetings in Ouagadougou to review the status of the cereals and livestock MIS implementation with Manobi. Discussions were held with APROSSA, CIC-B, and COFENABI to assess the progress of activities and find solutions to problems encountered. During the meeting, Manobi presented the basic services of its platforms, GestOp and mAgri, and discussed value-added services for MIS sustainability. Together with Manobi, the project had already initiated, prior to the workshop, a review of Manobi's work plan.

The meetings resulted in a decision, given the delays and difficulties in mobilizing the implementation, not to continue with the livestock MIS. It was decided that work will continue with APROSSA and CIC-B, and these partners were willing to continue with Manobi. A training workshop on the Manobi platform for the APROSSA data collectors was held in July.

Collaboration with RESIMAO

The ECOWAS Commission has adopted the RESIMAO platform as an integral component of AGRIS, its information system for agricultural inputs and outputs. As part of this initiative, RESIMAO and ECOWAS are implementing the www.resimao.net website. Since 2010, RESIMAO has collaborated on the inputs component of the RESIMAO MIS with the ECOWAS-UEMOA MIR Plus project, which is implemented by IFDC. An ECOWAS-RESIMAO-IFDC meeting in Cotonou in October 2011 identified the need for a strategic plan to ensure the platform is deployed effectively at the field level, possibly involving new technical partners.

A partnership plan was developed in November 2011, which specifies the roles of all three MIS partners. ATP/E-ATP's roles in this plan are to 1) equip RESIMAO with mobile kits and a specific Java application form for timely collection and dissemination of information for www.resimao.net 2) contribute to the identification of agro-dealers and purchasers of agro-inputs (producers, traders); and 3) support RESIMAO to pilot a project to monitor cereal stocks with CIC-B.

Unfortunately, this activity was halted for most of FY 2012 due to the suspension of activities in Mali, where RESIMAO's coordinator is based. The project submitted materials to USAID indicating that although the network's headquarters is in Bamako, for the purposes of this activity, it would be led by the vice coordinator, who is based in Abidjan, and funds would be managed by the treasurer in Niamey. In September 2012, the project received a go-ahead, and started preparing the equipment grant for RESIMAO, since this was the most urgent activity.

Environmental issues

Potential Environmental Impact and Threshold Decision: No significant adverse effect—Categorical Exclusion.

Other MIS activities

MIS surveys in Ghana

ATP/E-ATP appraised MIS issues in Ghana in November, and again in July. The effort covered markets in Accra, Kumasi, Ejura, Techiman, and Tamale. It also looked at challenges facing data collection in those markets and at the provision of technical assistance to enumerators on uploading information on the Esoko platform and the effective use of the MIS tools for bids and offers. Finally,

it reviewed the MIS data collection and dissemination process to gain a better understanding of value chain users' low use of those tools.

Environmental issues

Potential Environmental Impact and Threshold Decision: No significant adverse effect—Categorical Exclusion.

6.2 MOBILIZE FINANCE FOR AGRIBUSINESS AND TRADE THROUGH DCA GUARANTEES WITH TWO REGIONAL BANKS

As recognized in USAID/West Africa's Feed the Future Multi-Year Strategy 2011-2015, improving access to finance for actors engaged in regional transactions is an important component of intra-regional trade facilitation. Finance is one of the major constraints to regional trade across the value chains. USAID/West Africa originally set aside \$1 million for a guarantee fund for a DCA program but this program was later canceled. ATP/E-ATP therefore refocused its efforts on developing other incentives for financial service providers to offer investment and credit facilitation. It has focused on providing credit-seekers with support to develop business plans and loan applications.

During FY 2012, finance activities were reduced following the phase out of the Finance Specialist position in December 2011; this had been agreed upon between the project and USAID. The project continued to facilitate access to finance, supported by Value Chain Leaders and (as reported in the gender section) the Gender Specialist.

Efforts during FY 2012 included the following.

- **Facilitation of loan to Koama Industries.** Koama Industries of Burkina Faso wants to expand and upgrade its business in white and parboiled rice; to do this, it needs new equipment to increase milling capacity from 5,500 MT per year to 9,500 MT and to expand supply and distribution networks. E-ATP helped facilitate a loan to Koama Industries by providing assistance with its business plan and linkages with banks. As a result, Koama Industries secured a line of credit with Bank of Africa for \$392,000 (FCFA 196 million).
- **Access to finance for UCOVISA.** The project made additional efforts to facilitate access to finance for UCOVISA with the bank *Crédit du Nord* to buy 800 tons of maize from the local cooperatives, to be sold to Premium Foods. Unfortunately bank loan did not work out and, as a result, neither did the trade facilitation.
- **Mali-Nigeria cattle negotiations.** During the Mali-Nigeria cattle negotiations (discussed under Outcome 3), three Nigerian banks interested in partnerships on Malian cattle trade (United Bank of Africa, Fidelity Bank, Diamond Bank) met with Malian banks to discuss possible contractual arrangements. Eventually, the transactions did not go forward because of the political situations in Mali and Nigeria.
- **RTCF.** This activity is discussed in the gender section.

Environmental issues

Potential Environmental Impact and Threshold Decision: The potential impacts are significant, particularly cumulatively, and may include pollution of air and water, draw-down of communal water resources, and poor management of organic wastes leading to an increase in disease vectors. Increased finance may increase the numbers of enterprises (and the scale of individual enterprises) that have potentially significant adverse impacts—Negative Determination with Conditions. Due diligence was conducted on selected partners in the loan-making processes. Training of finance institutions included the concept of environmental due diligence, awareness of the environmental hazards presented by typical types of enterprises, and basic environmental management appropriate to typical small and medium agribusiness enterprises.

Where technical assistance to financial institutions includes loan-making procedures, an Environmental Review Form is written; if the loan facilitates activities that are not currently covered under the approved IEE and Threshold Decision, an Environmental Review Report is written.

6.3 MOBILIZE FINANCE IN THE CEREALS VALUE CHAIN THROUGH WAREHOUSE RECEIPTS

As part of its overall effort to mobilize finance in the cereals value chain, the project collaborated with USAID/Ghana's ADVANCE project to establish a pilot warehouse receipts program in Ghana through the newly established Ghana Grains Council (GGC). In September 2011, ATP, in collaboration with ADVANCE, organized a two-day regional conference in Accra entitled "Ghana Warehouse Receipt System: A Potential Model for West Africa." The conference was a culmination of broader cooperation between ATP and ADVANCE to establish a pilot warehouse receipt system in Ghana that can be replicated in other West African countries. The proceedings of the conference were finalized and a description of the Ghana warehouse receipt system was finalized and distributed during the year.

Environmental issues

Potential Environmental Impact and Threshold Decision: No significant adverse effect—Categorical Exclusion.

6.4 MOBILIZE ADDITIONAL INVESTMENT THROUGH PUBLIC-PRIVATE PARTNERSHIPS, INCLUDING GDAS

Work on several public-private partnerships continued during the year:

Johnny's Food and Meat Complex

Johnny's Food and Meat Complex (JFMC) is a newly built food complex in Accra comprising a modern abattoir (up to 200 cattle/day), three cold stores of 200 MT capacity each, and three additional warehouses dedicated to food crops and consumer goods with a rapid turnover. The company aims to provide slaughterhouse and cold store services, warehouse operations, and distribution of agricultural commodities both locally and within the West Africa region. The project initiated a partnership with this complex in April 2012. ATP assessed its business model, conducted the environmental impact assessment, and worked with the company to identify potential joint activities: development of a regional supply chain for the livestock, identification of measures to mitigate adverse environmental impacts, adoption of sanitation and hygiene best practices in slaughtering operations, and assessment of the company's prospects for finance access. The company is seeking to mobilize the working capital needed to launch operations. In June, finance options for JFMC were assessed, during a visit by a finance specialist consultant. In September, with close support from the project, an application was submitted to the Ghanaian government's COTVET Skills Development Fund grant program. The application covers equipment and training, and was for GHC 851,000 (approximately \$430,000), 20 percent of which would come from JFMC itself.

Affordable packaging solutions for food processors

The project's processing partners are interested in quality and affordable packaging materials (e.g., color-printed flexible plastic bags and sachets) that add value to their products in the regional market. Over its lifetime, ATP/E-ATP has worked with various processing firms to help them develop branding strategies and upgrade their packaging. During FY 2012, the project worked with two groups of partners: 1) those who had completed their packaging design but could not



Some rice processors displaying a branded plastic bag for packaging

find suitable vendors (*Meunerie et emballage de légumes secs, farine et semoule de céréales (MELS)*, Rose Eclat, and Koama Industries) and 2) those who will have to go through the complete branding and packaging development process (company positioning, packaging specifications and design, sampling and printing).

A project consultant finalized the designs in July-September, and the project expected pro-forma invoices from companies for the production of the materials.

Trade mission in support of food processors

In August, the project conducted a mission to link regional sellers to buyers and food distributors in Côte d'Ivoire. In April-June, the project staff worked to establish a list of potential buyers and distribution partners, assessed partner interest, and asked those interested to submit profiles of companies they desire to partner with.

Support to Pens Food Bank Enterprise, Ghana

Pens Food Bank Enterprise is an Ejura, Ghana-based warehouse operator and grain distributor. It has invested in high-capacity cleaning and drying facilities. The project is helping the company access the capital it needs to expand its operations and storage capacity from 300 MT to 1,000 MT. The project has linked Pens Food Bank Enterprise with Root Capital, a social investment fund, to which it submitted a request for short-term working capital.



MD of Pens Food Bank, Peter Nsiah explaining the functions of the high-capacity cleaning and drying facility

Niger onion work, with PRODEX support

In Niger, where the onion value chain had been the project's main activity, ATP closely collaborated with the World Bank-funded PRODEX project, which has continued many of the project's onion value chain activities, including 1) efforts with EmbalMali (a Bamako-based manufacturer of mesh bags); 2) road harassment, and 3) onion aggregation centers (the project agreed to help onion associations in Burkina Faso design the aggregation centers). During the year, PRODEX identified three aggregation centers for which prototypes were designed, with input from ATP. The request for proposals is expected to be published soon.

Public-private partnerships

Additional PPPs had clear bottlenecks that prevented them from moving significantly forward during the project timeframe, and others were assessed but deemed to not have potential. Still others were affected by developments in Mali. This group includes:

- **Support to Kafo Jigi, Mali.** With close to 5,000 members, Kafo Jigi is one of Mali's largest farmer-based crop trading organizations. In late 2011, the project agreed to help Kafo Jigi identify and procure equipment and facilitate business linkages with large buyers. During FY 2012, a project consultant started work with Kafo Jigi to identify and help procure affordable equipment; however, this activity had to be suspended due to the conflict in Mali. The project was also pursuing activities with the *Grands Moulins*, the leading food processor in Mali, but suspension of activities in that country put an end to these efforts.
- **Global Agri-Development Company.** The project assessed possibilities to work with the Global Agri-Development Company (GADCO), a rice-producing company, in Sogakope. GADCO was interested in receiving support to implement a proposed outgrowers' scheme and farmer training center. It was decided that this work did not entail sufficient short-term regional trade linkages.

- **Amasaman slaughterhouse.** The project assessed the progress made in implementing environmental impact mitigation measures recommended as a result of the due diligence completed by the project. Although some improvements were evident, no major progress was noticed in the processing facility.
- **Onion wholesale market, Amasaman.** ATP forged a partnership with the onion traders' associations and the Amasaman Municipality to assist with the construction of a modern onion wholesale market in the outskirts of Accra to relieve traffic congestion and improve environmental conditions. While the municipality was to provide the land and additional public works, the project was to assist the trader associations in market and logistics design, contractual arrangements with the municipality, and access to capital. In December 2011, the project assisted the trader associations in preparing a business plan based on a PPP between the Onion Traders Union, a strategic investor, and the Ga West Municipal Assembly. During the year, delays became clear and unfortunately, the land is still not allocated yet.
- **Pilot poultry abattoir in Senegal with SANTGROUP Sarl.** This long-standing activity has included business plan development for a small-scale, modern poultry abattoir; investment in the abattoir by the entrepreneur; and an equipment grant and training support by the project once the abattoir facilities have been completed. The project assessed construction progress twice, in May and September. By end of September it became clear the delays were so significant that the abattoir would not be completed in time for E-ATP to conduct the training during the project's lifetime.
- **Kumasi livestock market.** In January 2012, the project assessed the feasibility of support to the Kumasi Livestock traders association to relocate and the construct a modern livestock market on the outskirts of the city, which would relieve traffic congestion and promote a healthier environment. The traders' association acquired five acres of land in 2008, and expected the Kumasi Metropolitan assembly to add five additional acres. Unfortunately, four years later, the assembly still had no provision in its budget to support this plan. A site visit also showed that the new site does not comply with environmental standards. The project therefore decided not to pursue this PPP.
- **Collaboration with Nestle.** In FY 2012, the project, together with the USAID Contracting Officer's Representative (COR), met with Nestle's global head for agriculture and its Africa and Middle East head of procurement. The discussions centered on possibilities offered by the company's shift from a corporate social responsibility approach to the creation of shared value for local suppliers, farmers, and communities through local procurement. Onion is an important regional commodity for future local procurement for Nestle, but unfortunately, since the project is phasing out the value chain, collaboration was not possible. The project shared its existing reports and regional trade data with Nestle as a result of the meeting.

Environmental issues

Potential Environmental Impact and Threshold Decision: Variable impact according to the activities involved in the partnership—Negative Determination with Conditions.

The environmental assessment of Kafo Jigi and SANTGROUP Sarl are finalized. During a visit to Burkina Faso, the PPP Advisor monitored the implementation of mitigation measures identified during the initial assessments with MELS and Koama Industries. MELS has made significant progress: isolation of production site, collection and disposal of husk, construction of a new sanitary unit separated from the production unit. Koama Industries is also committed to removing the waste materials (husks and others) from the rice mill premises to designated disposal sites and to clearing the immediate perimeter of the mill premises to avoid product contamination and reinforce hygiene best practices.

The environmental assessment of the JFMC project has been completed. The review reveals two major issues: 1) the slaughterhouse is located near residences, and 2) the owner had plans to establish a livestock market near the slaughterhouse in order to attract small butchers. The project

will work closely with the partner and coach him to put together a plan for implementation of appropriate mitigation measures.

6.5 PROVIDE GRANTS ON A COMPETITIVE (AND A NON-COMPETITIVE) BASIS TO CATALYZE OTHER TRANSFORMATIVE PROJECTS

During FY 2012, grants continued to be monitored for compliance and quality, and disbursements were made. In addition to reviewing activity plans and tracking progress, the Grants Manager conducted procedure reviews and provided administrative support to the grantees. Despite the technical strength of the grantees, the outcome of such assessments has shown that most grantees do not possess the financial capacity to employ a full-time bookkeeper or accountant, resulting in delays and difficulties. As a result, the project will continue conducting frequent visits to grantees in the remaining months of ATP/E-ATP to both provide the necessary administrative capacity building and ensure adequate financial close-out of the grants programs.

Towards the latter part of FY 2012, delays in getting the cost extension caused uncertainty among the partners and in the management of the grants to the end of the cost extension period. The project discussed the continuation with the partners, but the grants had to wait until October to be extended.

During the final months of FY 2012, the project also discussed with Abt Associates' Home Office the types of grants that will enable an efficient project closure. The decision was made to use simple fixed-fee grants during the remaining months. The project also prepared two in-kind equipment grants, one for UOFA and another for RESIMAO, during the period.

From February 12 to 23, the Grants Manager visited three grantees: APROSSA, CIC-B, and CIR-B. From March 4 to 8, the Grants Manager conducted an administrative visit to COFENABVI to discuss the underlying difficulties that result in continued late submission of financial reports and other concerns related to financial reporting accuracy. A new Grants Manager arrived in July 2012 and began working with all grantees to prepare for the upcoming closeout. From August 5 to 10, the Grants Manager made a trip to Burkina Faso to meet the grantees and establish a successful working relationship with them. The Grants Manager spent September 2 through 22 in Ouagadougou, Burkina Faso, working with APROSSA, CIC-B, CIR-B, COFENABVI, and UOFA. She conducted administrative visit to each of the grantees. Discussions with each of the grantees, except for UOFA, focused on the upcoming project closeout and on ensuring that all financial reporting was in correct order. A meeting was also held with CILSS, which addressed plans for CILSS to take over the data collection grants from ATP/E-ATP partners. UOFA was visited several times to finalize the in-kind grant agreement between UOFA and E-ATP, which was signed in late September.

The management section (Section 11.4) provides a list of grants activity for FY 2012.

7. OUTCOME 5. ENHANCED CAPACITY OF PRIVATE POULTRY AND ANIMAL HEALTH SECTORS TO REDUCE THE RISK OF AI OUTBREAKS AND TRANSMISSION, AND THE CAPACITY TO RECOVER AFTER HPAI OUTBREAKS

Continued control of avian influenza and other poultry diseases is needed to promote intra-regional trade in poultry. In efforts to date, the project has focused on building preparedness and response capability in private sector poultry producers, with emphasis on improving the uptake of international best practice standards for reducing risk for AI and other diseases and for responding to outbreaks.

The project has supported regional stakeholders in their efforts to improve biosafety standards for the production of day-old chicks and eggs-to-hatch. This has included bringing in internationally accepted, biologically sound concepts and tools for biosafety—such as compartmentalization—and developing institutional arrangements and tools for monitoring compliance with best practices at the country level. In practice, this means:

- Institutionalizing sanitary committees, whose principal function will be to define and harmonize biosafety standards for the production of day-old chicks and eggs-to-hatch in participant countries.
- Initiating regular audits and encouraging their acceptance by the industry; providing technical support for such audits.
- At the policy level, advancing the concepts of compartmentalization and, with the poultry industry, of best practices as generally accepted international standards.

These activities were discussed as priorities for the industry in the regional stakeholder workshop in the second quarter of FY 2010 and at a regional workshop for leading day-old chick and eggs-to-hatch producers in late FY 2010.

In September 2011, more than 20 poultry specialists, including representatives of the recently established national sanitary committees, met in Ouagadougou, Burkina Faso, to report on the progress made in Benin, Burkina Faso, Ghana, Mali, Nigeria, Senegal, and Togo. During the meeting, the national sanitary committees reached an agreement, reflected in a joint statement on objectives to be reached by 2013 and activities to be implemented at the national and regional levels in 2012 and 2013. Funding mechanisms were also identified. Two agreements merit particular mention. First, trade in eggs-to-hatch and day-old chicks within the region will be done exclusively from farms and hatcheries that implement a quality assurance system based on common standards, auditing, and certification principles. Second, national veterinary services will grant a “compartment” status to those farms and hatcheries, which could then be declared as free from specific diseases.

7.1 BUILD THE CAPACITY OF POULTRY PRODUCERS AND PRODUCER ORGANIZATIONS TO REDUCE AI OUTBREAKS

During FY 2012, the project worked on two good practices guides, one covering production of eggs-to-hatch and day-old chicks, and one covering poultry slaughter. These will be disseminated to poultry value chain actors in coordination with UOFA and the national associations of poultry producers. The project also gave an equipment grant to the UOFA Secretariat to strengthen the association's ability to serve its members. This equipment grant was made in the framework of discussions held with ECOWAS, which indicated a plan to give human resources support to UOFA.

The initiation of regular audits, described below, will help the poultry industry reduce outbreaks of AI and other diseases.

7.2 DEVELOP AND DISSEMINATE MODELS FOR PUBLIC-PRIVATE COOPERATION IN AI CONTROL

Capacity building to auditors and laboratories

In July 2011, 14 auditors from several countries in the region were trained on how to conduct audits on poultry farms for breeding flocks and hatcheries. During FY 2012, E-ATP did the following:

- Funded field audits in Benin, Burkina Faso, Ghana, Mali, and Togo (first quarter). These resulted in audit reports that were reviewed by the project's sub-contractor Asvelis.
- Facilitated a workshop in Lomé on February 20-21 under the patronage of UOFA and PAN, to review audit reports and develop action plans for national committees, seek institutional support from regional organizations, develop a closer working relationship between national veterinary laboratories, and implement a program to certify hatcheries and poultry farms.
- Supported a second round of field audits, which included Senegal (second and third quarters). In Nigeria, there were problems ensuring buy-in from the hatcheries, and audits did not start.

Finally, stakeholders set up national committees in Burkina Faso, Benin, Ghana, Mali, Senegal, and Togo. In the second regional meeting held in Lagos on June 6-7, 2012, under the patronage of PAN and UOFA, these committees created a network for experience sharing, peer support, and networking opportunities; this network is not a regional organization like UOFA. The network's first coordinators are Dr. Pene from Senegal and Dr. Awuni from Ghana; they received all AI contacts and documents collected by the project. The project is also working with Asvelis to ensure that all the documentation will be stored in a website.

Biosafety and West Africa Poultry Alliance

ECOWAS is planning to help develop a broad-based West Africa Poultry Alliance as a focal point for poultry at the regional level. This alliance would include the UEMOA countries and Ghana (currently UOFA area), Nigeria (PAN), and Sierra Leone and Liberia. It would offer an excellent platform for advancing biosafety at a wider regional level. During FY 2012, E-ATP offered to support ECOWAS in the organization of the first alliance meeting, but the meeting was postponed.

Environmental issues

Potential Environmental Impact and Threshold Decision: No significant adverse effect—Categorical Exclusion.

8. CROSS-CUTTING ISSUES

8.1 COMMUNICATIONS

During FY 2012, the project's communications activities were in line with its objectives for the year. Activities included:

- Providing communication support for value chains and other areas
- Effectively communicating project achievements to target publics, including through impact interviews
- Contributing to the project's exit strategy by designing and implementing "legacy" activities and materials

During FY 2012, communications initiated end-of-project efforts to create visibility for project partners, providing communication support. The project identified key partners and the communications supports they need. The project started also using Facebook and Twitter as communications media.

By late FY 2012 an important focus for communication became the January 2013 conference on trade and food security. Detailed planning for communication activities on this event began in September 2013. Finally, the project initiated "Voices from the Field" interviews to discuss regional trade and food security issues with project beneficiaries. These started in Benin, Niger, and Ghana; the outputs—short videos—will be uploaded onto the ATP/E-ATP website and will also be used during the January conference to highlight regional trade and food security issues.

Public information

The project produced five newsletters in FY 2012, up to the 14th issue of *Trade Catalyst*. The following articles were featured:

Fourteenth issue:

- Cereals Actors Seek the Elimination of Export Restrictions
- USAID Trains Butchers on Meat Cutting
- COFENABVI Improves Organizational Structures
- USAID Facilitates Signing of Agreement between COFENABVI and Manobi to Improve MIS in West Africa

Thirteenth issue:

- ATP Supports Private Investment in the Agriculture Sector of Burkina Faso
- Togolese Cereals Producers Acquire More Skills on Quality Management of Cereals
- Workshop on Improving Biosafety in Poultry Production
- Rice Farmers in Burkina Faso Learn New Methods of Increasing Rice Production

Twelfth issue:

- Regional Trade and Food Security
- USAID Helps Rice Processor and Miller Expand Regionally
- Transport Guides to Reducing Harassment
- Latest Cereal Exchange Posts Substantial Gains

Eleventh issue:

- USAID Supports the Development of Quality Assurance Systems in Regional Poultry Sector
- Women Poultry Farmers are Trained in Production and Disease Prevention
- Conference Held on Warehouse Receipt System
- USAID E-ATP, with its Local Partners, Introduces New Rice Farming Technique in Nigeria
- Creating Sustainability in the Onion Value Chain

Tenth issue:

- Malian Cattle Exporters Forge Formal Relationship with Nigerian Buyers (Mali)
- Regional Livestock Actors to Have More Support to Expand Trade (Côte d'Ivoire)
- Three Project Partners Win Awards for Quality Products (Burkina Faso)
- Women Onion Processors Share Experiences to Improve Hygiene and Quality (Mali)

As always, the newsletters were produced in both English and French and were distributed via email and during project activities and events.

In FY 2012, project communications also started providing bi-weekly Feed the Future updates to inform USAID of Feed the Future implementation.

Production and documentation

Project communications also worked with value chain leaders and project partners to identify and produce relevant communications materials, including:

- Best practices guide for poultry slaughtering
- Trade corridor guide maps
- Value chain corridor guide maps
- Best practices guide for meat cutting and hygiene in the abattoir
- Best practices guide on the transportation of day-old-chicks
- Trader guides and trader cards
- Parboiled rice best practice posters, in French and English

Media coverage

Project communications personnel provided coverage for most project activities, in addition to supporting selected activities that were covered by the media. Activities carried out during the year included: 1) cereals actors seeking elimination of export restrictions; 2) USAID training for butchers on meat-cutting techniques (project and media); 3) COFENABVI improvements in organizational structure (project only); 4) USAID facilitation of signing of agreement between COFENABVI and Manobi to improve MIS in West Africa (project only); 5) quality management of cereals for Togolese cereals producers (project and media); 6) workshop on improving biosafety in poultry production in Nigeria (project and media); 7) rice farmers in Burkina Faso learning new methods of increasing rice production (project only); 8) ATP support for private investment in the agricultural sector of Burkina Faso (project and media); 9) butchers' training on meat cutting and hygiene in Lomé, Togo (project and media); 9) fourth PIVA review meeting for COFENABVI in Bobo Dioulasso, Burkina Faso (project only); 9) transport road show for transporters in Bobo Dioulasso, Burkina Faso (project only); 10) training workshop for women livestock value chain actors in Lomé, Togo (project only); 11) regional cereals fair for women processors in Banfora, Burkina Faso (project only); 12) JAAL in Ouagadougou; 13) regional women poultry farmers training on business practices (Mali), 14) Nigeria–Mali livestock trade agreements; 15) meeting between ECOWAS and COFENABVI in Abidjan, Côte d'Ivoire.

ATP and E-ATP website

The website (www.agribizafrika.org) was updated with the twelfth and thirteenth issues of the project newsletter, news items, and a weekly calendar of activities. In September, the website's content and look were reviewed, with updates done in October 2012.

Success stories

The project finalized a success story on parboiled rice, which was approved, while another one on Koama Industries, a cereal processing company in Burkina Faso, is being reviewed for approval.

Work in progress

The following work is in progress, in addition to routine communication activities:

- “Voices from the Field” interviews
- Conference preparations
- Communication support for partners
- Partner toolkits
- Best practices guides on cattle fattening and meat cutting, avian influenza, and transportation of day-old-chicks

8.2 GENDER

As called for in USAID/WA's regional strategy, the project addresses constraints to women's access to business and trading opportunities in the region. In agriculture, women are often involved as producers or primary processors; they are less involved in cross-border trade, making gender support challenging.

During FY 2012, the project continued to support associations' self-assessments on gender aspects and supported associations to reduce gender inequality in the staple value chains that contribute to regional trade in West Africa. In general, associations continued to positively assess their changes in gender issues. The project also provided several training courses to women entrepreneurs, helped facilitate access to finance, and promoted locally processed cereals.

Supporting partners through the PIVA process

The project continued to support the analysis of partner organizations' progress in gender issues through PIVAs, with the Gender Specialist participating in PIVAs of COFENABVI, APROSSA, AMASSA, GAPTO, and UCOVISA.

- **AMASSA and APROSSA.** Interestingly, in the October 2011 PIVA assessment, both organizations considered gender issues to have in general deteriorated, as the members felt that the organizations' recent strategy has overemphasized women at the expense of men.
- **COFENABVI.** Even though COFENABVI has not yet revised its statutory texts to reflect gender awareness, there is a clear evolution in its willingness to consider gender issues; this was reflected in the 30 percent increase in the gender score from the first PIVA. COFENABVI is progressively involving women in decision-making and events, and women have increasing access to services and opportunities in the organization.
- **UCOVISA.** There were several improvements in the members' assessment, as shown by the PIVA scores, in gender-related areas, including involvement in the decision-making process, board members' level of knowledge and understanding, and women's level of access to services, opportunities, and advantages offered by the organization.

Training for gender development

FY 2012 trainings included the following:

- **Gender mainstreaming.** Targeting partner association executives from COFENABVI, APROSSA, AMASSA, UCOVISA, GAPTO, GRIB, the Rice Farmers Association of Nigeria (RIFAN), the *Association nationale des riziculteurs de Côte d'Ivoire* (ANARIZ), CIC-B, CPC, CCR-B, and FN Léo, the training provided a venue for each organization to reflect on ways to improve gender mainstreaming in its operations. In all, 30 people were trained (15 women and 15 men), with an expectation that they would in turn continue the training at the association level.
- **Training of women members of COFENABVI in financial management of cattle and sheep fattening.** The need for this training originated from the PIVA assessment. The training was conducted January 12-14, 2012, in Lomé, Togo, for 17 members in six COFENABVI countries. Using a participatory approach, the training focused on accounting tools and ways to calculate the profitability of enterprises.
- **Credit management training for members of the RTCF and UNERiz.** This June training in Ouagadougou, Bobo Dioulasso, and Banfora, gathered in all 43 participants (39 women and four men) to learn about loan provisions and recovery mechanisms used by microfinance institutions, other financial institutions, and banks. Manuals on loan screening and loan management were developed for RTCF as a part of these trainings,
- **Training in financial aspects of poultry farming.** This training, held in November in Dakar, Senegal, focused on the basics of personnel management, accounting, and budgeting. A full day was devoted to practical training. Seventeen women from six countries participated.
- **ToT in negotiation skills and marketing.** The project conducted two ToTs, one in English, another in French, in November-December 2011. Participants represented companies (French training) and associations (English and French). The training focused on the political and institutional environment for regional trade in agricultural products in West Africa, techniques and approaches to trade negotiation, and ways to draft and negotiate a sale or purchase contract.



A beneficiary of the training on financial management of cattle and sheep fattening

Other capacity building activities also took place, notably the September 2012 project-supported exchange trip to Ouagadougou, Burkina Faso, by GAPTO. The trip exposed women GAPTO members to well-organized and well-structured Burkinabé women's organizations operating in ATP value chains such as maize and onion, and provided opportunities to exchange experiences in the internal functioning and management of associations. The GAPTO women visited the following organizations:

- RTCF: to discuss the website and protocols for collaboration with banks and microfinance institutions
- *Federation des professionnels agricoles du Burkina* (FEPAB): to discuss AGRA-funded efforts, a guarantee fund, a warehouse receipt system, conservation and processing of cereals, and storage facilities
- UGER-B: to gain a historical understanding of the implementation of the union and its dynamic leaders, association structures, and management procedures
- Mrs. Hélène Damiba (an onion trader to Ghana and other neighboring countries): to discuss business opportunities

Recommendations for GAPTO included the need to clearly identify the seasonality of products and cereals; put in place a program to promote women's empowerment and benefit women; and establish a team responsible for preparing and submitting requests for proposals, based on identified needs.

Facilitating access to finance by women's organizations

Although they are major actors in agricultural value chains, women receive only 1 percent of total credit for agriculture. In FY 2010 and FY 2011, the project facilitated women's access to credit, and continued this activity during FY 2012. The project supported Women's World Banking in developing a product for rural zones and, in Burkina Faso, facilitated access to credit from two banks (including the *Société financière de garantie interbancaire* for members of RTCF). Helping women access loans can help them expand and improve the financial viability of their operations, thus helping them participate more actively in intra-regional trade.

Support consisted of assistance to the women members of these organizations to estimate their demand for financing. Focal organizations were RTCF and UNERiz in Burkina Faso, and GAPTO's women's wing. The project organized meetings with banks and microfinance partners to facilitate, and helped the women open bank accounts in appropriate banks.

In total, 22 women from RTCF and three organizations from UNERiz opened bank accounts, hoping to access finance. Seventeen women members of RTCF will finish paying back their first loan from 2010 at the end of February, after which the project will continue to facilitate access to loans. During the first quarter of FY 2012, Bama members of UNERiz received 10 million FCFA in loans from *Banque régionale de solidarité* (BRS), instead of the 30 million FCFA requested.

In Ghana, the finance efforts met numerous obstacles. In Ejura, although the local Seykedumase Rural Bank had promised to disburse loans to the women, it did not do so, even though the women had complied with all conditions. The bank then requested a guarantee. In Techiman, Ghana Commercial Bank (GCB) placed a ceiling of 2,000 GHCs per woman for a first loan but the women were not interested in such small amounts.

It is clear that access to finance is an activity that requires long-term support, especially for the neediest. The project continues to give this support, in order to help RTCF-Ouagadougou access equipment with the *Agence communautaire pour le financement de la micro-entreprise* (ACFIME) CREDO, and to help get a protocol signed between APROSSA and RTCF in Bobo and Banfora with *Caisse populaire de Bobo*. Access to equipment is expected in November.

Support for promotion of processing of local products

Organizing promotional days for women processors of locally processed cereals is one of the strategies used for women's income generation. In the framework of E-ATP support to APROSSA, from February 29-March 3, 2012, APROSSA organized promotional days for processed local products in Banfora. This year's theme was "Gender and Management of Food Agribusinesses." In total, 84 participants from nine countries (Benin, Burkina Faso, Côte d'Ivoire, Ghana, Guinea, Mali, Niger, Senegal, and Togo) participated in this event, including seven firms (Free Work Services-Senegal, Rehoboth-Togo, TC. PROC-Togo, Bakithi-Ivory Coast, GLP Coopérative ISSAMI-Côte d'Ivoire, La Vivrière-Senegal, and Ephata-Benin) and three associations (Single Mothers Association and GRIB from Ghana, and UNERiz from Burkina Faso). Project staff members were involved in organizing the event, including identifying participants, planning event activities, contributing to statements on gender and women entrepreneurship, selecting resource persons, and establishing commercial relations among participants.



Some members of UNERiz in Bama who benefited from the training in a pose with ATP's Gender Specialist

Labeling support

In September 2012, a project labeling consultant assessed possibilities to help two *Afrique Verte* affiliates, APROSSA from Burkina Faso and AcSSA from Niger, to develop a quality label and designs for packaging that would help improve the overall performance of their businesses. This would include a label for each association as well as a packaging design for flagship products (i.e., those most consumed in regional markets and those widely consumed at the national level).

The consultant created a “certified quality” seal that provides content and guidelines for promotion that can be used in posters, radio spots, and merchandising displays. The project may, as a next step, conduct a training program to discussing branding, packaging design, and strategic marketing communication. The training would allow participants to better identify, evaluate, and understand the impact of design and strategic communication tactics.

9. PERFORMANCE INDICATOR REPORTING—ATP

9.1 INTRODUCTION

FY 2012 was a busy year for the project's M&E team, with numerous ongoing monitoring activities and assessments. Unfortunately, the political developments in Mali that led to the suspension of project activities in April put a stop to numerous activities in that country, including trade data collection, MIS, PPP building, and association support. This impacted not only FY 2012 results, but also the general consolidation of project achievements.

One important development, and one in which the project's M&E team actively participated, was the agreement during FY 2012 between the project, CILSS, and USAID/WA to transfer the data collection to CILSS at project's end. This will ensure sustainability of the project's innovative data collection; it will be housed within a regional institution that will be charged with ensuring its continuation. Initial discussions led to an agreement signed by the CILSS Executive Secretary and the ATP/E-ATP Chief of Party, with the following provisions:

- Trade data collection will be transferred to CILSS “as is,” i.e., with commodities and markets/borders covered currently; additional ones will be added as CILSS is able to obtain funds to cover them.
- ATP funds will cover the data collection until December 31, 2012; it will be covered by CILSS funds from January 1, 2013, onwards.
- ATP staff will be covered by the ATP budget until February 28, 2013. The ATP data analyst is likely to be seconded to CILSS starting October 1. The ATP M&E specialist will stay in Accra, but will visit CILSS frequently.
- Some relevant ATP equipment and cars will be transferred to CILSS at the end of the project, to support the data collection process.

The agreement also included an ATP budget that covers CILSS-ATP missions to focal points during the transition period; a study on the data collection effort to date; and a regional workshop to discuss challenges, lessons learned, and the way forward. During FY 2012, meetings were held with CILSS to discuss the project methodology. Familiarization missions were started and, at end of the fiscal year, the project data analyst was seconded to CILSS.

The project's M&E staff also made great efforts to closely monitor project activities, with a particular focus on trade data collection and large-scale cascade trainings. Data quality assessments and data validation visits were made in Benin, Burkina Faso, Ghana, Mali, Senegal, and Togo. Unfortunately no such visits could be made to Nigeria, due to the terrorist attacks. An important part of these visits was the issue of attribution. To better gauge attribution as discussed in FY 2011 (including in a consultant study), partners were asked to identify individual association members who traded in ATP value chains to determine the proportion of total trade that was conducted by the association's members. The results of this assessment, which includes FY 2011 and FY 2012 and is highlighted in the table below, show in general high levels of membership in organizations supported by the project. Therefore, it is expected that efforts to improve the organizations would eventually result in increased trade. It should be noted that project support to the associations listed in the table—and therefore, the issue of attribution—is very different for different associations that have collected trade data. The project has closely worked with COFENABVI (and through it, its national affiliates) and CIC-B, but support to the *Association des acheteurs des produits locaux de Sikasso* (APLS) and livestock associations in Ghana (which are not part of COFENABVI) has been limited to the data

collection grant and technical support in this domain. Attribution is therefore a complex issue, at different levels.

A synopsis of field activities with a view to improving data quality include the following:

- To improve data quality and eliminate double-counting, ATP and E-ATP organized an MS Access training Ouagadougou, Burkina Faso, and Bamako, Mali, from September 25 to October 7, 2011. The participants were the focal points and some data collectors.
- During the first quarter of FY 2012, ATP's M&E Specialist conducted a monitoring mission to Kumasi and Techiman in Ghana to assess data quality, observe procedures used in data collection, and assess attribution.
- During the second quarter of FY 2012, the two M&E Specialists and the Data Analyst conducted missions focusing on data validation, quality assessment, and attribution of trade data in Burkina Faso. The ATP M&E Specialist and Data Analyst conducted a similar mission to Mali. In Mali, an additional important focus of the Data Analyst was poultry data validation.
- In March, the ATP and E-ATP M&E Specialists and the Data Analyst attended a Feed the Future M&E workshop to finalize the Feed the Future Results Framework and Performance Management Plan for USAID partners. The workshop was organized by CILSS in collaboration with USAID. These project staff also participated in a two-day meeting with CILSS to discuss the transfer of the trade flow data collection to CILSS in FY 2013.
- During third quarter of FY 2012, the ATP and E-ATP M&E Specialists conducted a data quality assessment and validation, as well as an attribution mission, in Benin.
- Also in the third quarter, the ATP M&E Specialist assessed SRI trainings in Northern Ghana and poultry data in Kumasi. The Data Analyst conducted an assessment of the poultry data in Senegal.
- In quarter four, the team made assessments of cascade trainings in Benin and Togo (meat-cutting and hygiene and cereals quality management, as well as cattle-fattening in Benin) and in Burkina Faso (integrated management).

**TRADE CONDUCTED BY MEMBERS OF ATP PARTNER ORGANIZATIONS
AND ASSOCIATIONS IN FY 2011 AND FY 2012**

Partner Organization / Association	Total Trade (\$ million)		% Trade Attributed to Partner	Trade Attributed to Partner (\$ million)		Remarks
	2011	2012		2011	2012	
COFENABVI Burkina Faso	85.76	93.58	98	84.04	91.71	All 5 data collection agents and focal points agree that the vast majority of livestock exports (98% estimated by them) are by their members.
COFENABVI Mali	89.10	89.10*	100	89.10	64.46*	Executives of the National Federation of Livestock Producers in Mali (FEBEVIM) reported that all livestock exporters are FEBEVIM members.
APLS Mali	3.97	4.46*	70	2.78	3.12*	Executives of APLS estimated that about 70% of trade in cereals is conducted by members of APLS.
CIC-B Burkina Faso	9.07	8.39	91	8.25	7.63	Executives of CIC-B estimated that about 91% of trade in cereals is conducted by members of CIC-B, especially by ETS Velegda, Zoungana, Tera, and Sankara.
Livestock Association- Kumasi	59.44	66.33	40	23.78	26.53	The livestock association kept records of those who traded. These records were reviewed to assess the percentage who were members.
Livestock Association- Ashaiman	19.00	17.72	NA	NA	NA	The association could not provide information on trade attributed to members.
Maize Association- Techiman	0.37	0.73	NA	NA	NA	The association could not provide information on trade attributed to members.

NA=Not Available

* No FY 2012 data was available, due to suspension of activities by USAID.

The project's M&E team also worked to develop a methodology and calendar for monitoring the many ongoing ToT and cascade training programs in FY 2012. Due to resource constraints, a small sample was chosen per country to verify that the trainings took place and to assess trainee learning, training tools, and training quality. To ensure that a similar approach to monitoring would be followed for both ATP and E-ATP, the two M&E specialists started the monitoring effort together in one country (Togo) during the third and fourth quarters of the year. Thereafter, the ATP M&E Specialist conducted livestock and maize cascade training evaluations in Benin, Burkina Faso, and Togo. In Benin and Togo, the evaluation centered on the training in quality management of cereals and the training in meat-cutting technology and hygiene of the abattoirs/slaughterhouses for butchers.

In general, the evaluations showed that the trainings had been successfully conducted and had resulted in improved knowledge and in application of the new practices. Some challenges in the application of knowledge were noted, especially with regard to environmental mitigation measures, particularly in the abattoirs. For quality management of cereals, trainees understood how to eliminate spoiled grains before storage, thereby contributing to reduced aflatoxin content. Meat-cutting technology and hygiene were also well-understood and being practiced. In Burkina Faso, the evaluation covered training in integrated management of cereals. The table below shows the cascade trainings conducted during the year.

ATP FY 2012 NUMBER OF CASCADE TRAINEES IN LIVESTOCK AND MAIZE VALUE CHAINS

Country	Value Chain	New Technology Transferred	Males	Females	Total
Benin	Maize	Quality Management of Cereals	634	127	761
Togo	Maize	Quality Management of Cereals	1,419	501	1,920
Burkina Faso	Maize	Integrated Management of Cereals	733	485	1,218
Senegal	Maize	Conservation Agriculture	632	287	919
Togo	Livestock	Meat-Cutting Technology and Hygiene	1,095	5	1,100
Benin	Livestock	Meat-Cutting Technology and Hygiene	495	25	520
Niger	Livestock	Cattle-Fattening Technology (ToT)*	19	6	25
Côte D'Ivoire	Livestock	Cattle-Fattening Technology	486	25	511
Benin	Livestock	Cattle-Fattening Technology	244	95	339
Achieved for FY 2012			5,757	1,556	7,313
Target for FY 2012			5,600	1,400	7,000

*ToT=Training of trainers

9.2 DETAILS ON OBJECTIVE-LEVEL INDICATOR: TRADE FLOWS

As stated above, in April, USAID/WA directed the project to suspend activities in Mali. As a result, two important trade data collection efforts had to be suspended: that by COFENABVI/Mali in livestock and that by APLS in maize. The livestock/ruminant and maize trade flow results will therefore include data for Mali only until the end of March.

9.2.1 LIVESTOCK/RUMINANT TRADE

In FY 2012, the project monitored livestock exports from Burkina Faso and Mali to coastal countries, working in the Sahel with the project's regional partner, COFENABVI, and looking at livestock imports into Ghana, working with the Ghana Cattle Traders and Breeders Association (which is not a member of COFENABVI). The markets where livestock data are collected are Kossodo, Tanghin, Pouytenga, Fada N'Gourma, and Nadiagou in Burkina Faso, and Diboli, Zegoua, and Kayes in Mali. In Ghana, the markets for data collection are the Kumasi cattle market and the Ashaiman Tulaku market near Tema. Due to the suspension of activities in Mali from April 2013 onwards, data from Mali includes only the October 2011-March 2012 period.

During FY 2012, the livestock trade flowing through Burkina Faso, Mali, and Ghana totaled 343,663 head of cattle, valued at \$201.85 million (at free-on-board, or FOB, prices). The number of sheep and goats traded was 522,548, valued at \$40.24 million. The total value of trade in cattle and small ruminants in FY 2012 was \$242.09 million, which is 4 percent lower than the trade reported for livestock trade in FY 2011 (\$253.31 million). As has been done in previous reports, given the seasonal nature of intra-regional trade in agricultural commodities, the following comparisons of this year's data are made against data from FY 2011. During FY 2011, data collected on livestock trade amounted to \$253.31 million, of which \$89.09 million was collected in Mali. The remaining amount, \$164.22 million, was trade data collected in FY 2011 in Burkina Faso and in Ghana; it forms the basis for comparisons with the FY 2012 data. [Note: The Mali October-March data is included in the submitted indicator data; the following discussion on data excluding Mali is done so that trends can be discussed.]

The total value of trade in livestock for Burkina Faso and Ghana in FY 2012 was about 8 percent higher than in FY 2011—\$164.22 million in FY 2011 and \$177.63 million in FY 2012. The number of cattle traded increased by about 4 percent (from 238,652 in FY 2011 to 247,075 in FY 2012); the total value increased by about 7 percent (from \$146.42 million in FY 2011 to \$156.95 million in FY 2012). The total number of sheep and goats traded increased by about 11 percent (from 240,088 in FY 2011 to 265,339 in FY 2012) and the value increased by about 16 percent (from \$17.80 million in FY 2011 to \$20.68 million in FY 2012). This shows that average prices for both cattle and sheep and goats increased from FY 2011 to FY 2012.

From FY 2011 to FY 2012, cattle exports from Burkina Faso recorded an increase of 11 percent (from 115,977 in FY 2011 to 129,255 in FY 2012) and value increased by about 7 percent (from \$67.96 million in FY 2011 to \$72.90 million in FY 2012), indicating slightly lower prices. The number of small ruminants exported from Burkina Faso recorded an increase of 11 percent (from 240,088 in FY 2011 to 265,339 in FY 2012), while the value increased by 16 percent (from \$17.80 million in FY 2011 to \$20.68 million in FY 2012). Import volume in Ghana decreased by 4 percent (from 122,675 in FY 2011 to 117,820 in FY 2012) and value increased by 7 percent (from \$78.46 million in FY 2011 to \$84.05 million in FY 2012).

Average FOB prices for cattle in FY 2012 in Burkina Faso were 4 percent lower than they were in FY 2011: \$586 vs. \$564 in FY 2012. For small ruminants, there was a 5 percent increase in price: \$74.15 in FY 2011 compared to \$77.94 in FY 2012.

DATA COLLECTION COUNTRIES, SOURCES, AND DESTINATIONS OF LIVESTOCK IN ATP COUNTRIES

Source Country	Destination Country	Data Collection Country
Burkina Faso	Nigeria, Benin, Togo, Côte d'Ivoire	Burkina Faso
Burkina Faso	Ghana	Ghana
Mali*	Côte d'Ivoire, Senegal	Mali

*Data collection suspended on April 4, 2012.

VOLUME AND VALUE OF LIVESTOCK TRADE BY COUNTRY—FY 2012

Country	Cattle		Sheep/Goats		Total Trade		
	Number	Trade Value (\$)	Number	Trade Value (\$)	Total Cattle	Total Sheep/Goats	Total Value (\$)
Ghana	117,820	84,052,235	0	0	117,820	0	84,052,235
Burkina Faso	129,255	72,900,005	265,339	20,680,235	129,255	265,339	93,580,240
Mali*	96,588	44,901,181	257,209	19,557,316	96,588	257,209	64,458,497
Total	343,663	201,853,421	522,548	40,237,551	343,663	522,548	242,090,972

Note: Values are based on FOB prices.

* Data from Mali included only until end of March 2012.

9.2.2 MAIZE TRADE

The project monitors maize exports from Ghana, Burkina Faso, Côte d'Ivoire, Togo, Mali, and Benin through partners working in various marketing channels in these countries. APLS and Kayes maize traders association data collection effort in Mali was suspended in March.

In Ghana, data is collected by GAPTO members in the Techiman and Ejura markets (although Ejura currently is not exporting). In Burkina Faso, CIC-B collects maize trade data at Bobo Dioulasso, Banfora, Orodara, Niangoloko, Léo, Kantchari, Nadiagou, and Bittou, which are entry points into Burkina Faso along the borders with Mali, Côte d'Ivoire, Ghana, Togo, and Benin. In Mali, maize trade data was collected by members of APLS at Zegoua, Kadiolo, and Kayes. Maize is exported from northern Côte d'Ivoire to Mali and also from Kayes in the western part of Mali to Senegal and Mauritania. These data were collected for only six months (October 2011 through March 2012).

In FY 2012, total trade in maize was estimated at 48,740 tons, valued at \$14.03 million. This compares to 57,805 tons valued at \$14.22 million during FY 2011, representing a decrease in volume of about 16 percent and in value of about 1 percent. The decreases in maize exports may be due to a slowdown in exports from Ghana and Côte d'Ivoire as a result of poor harvests during the 2011-2012 seasons, especially in the middle belt of Ghana, where most maize is produced, and the export ban from Burkina Faso. It should be noted that the western part of Burkina Faso exported maize to the Techiman market for eight months (November 2011 to June 2012), as there was shortage of maize in the Techiman market. The northern part of Côte d'Ivoire, which experienced above-average maize production during the previous harvesting season, exported some maize to Burkina Faso and Niger, as well as to Mali.

Even though the Techiman marketing channel recorded an increased volume of 106 percent in comparison to FY 2011 (1,223 tons valued at \$374,425 in FY 2011 compared to 2,527 tons valued at \$725,665 in FY 2012) it was mainly due to imports into Ghana from Burkina Faso. Volumes tracked by CIC-B in Burkina Faso recorded a drop—19 percent in volume and 7 percent in value in maize trade (33,981 tons valued at \$9.07 million in FY 2011 compared to 27,391 tons valued at \$8.39 million in FY 2012). The reduction in maize trade was due to shortages of maize in Ghana as a result of poor harvests during the previous seasons, cereal ban that took effect in December 2011 in Burkina Faso, and likely low stocks available in Burkina Faso, due to poor production in some parts of the country in 2011.

Average maize prices per ton in Techiman market were lower by 6 percent in FY 2012 (\$306 vs. \$287); they were 14 percent higher in Burkina Faso (\$267 vs. \$306).

MAIZE TRADE VOLUME AND VALUE BY MARKETING CHANNELS—FY 2012

Marketing Channel	Volume (tons)	Export Value (\$)	Volume (tons)	Import Value (\$)
Techiman (Ghana)	1,290	306,581	1,236	419,084
Ejura (Ghana)	0	0	0	0
CIC-B (Burkina Faso)	20,309	6,350,252	7,083	2,042,536
*APLS (Mali)	NA	NA	17,293	4,462,279
*Kayes Maize Marketing Channel (Mali)	1,529	452,596	NA	NA
Total	23,128	7,109,429	25,612	6,923,899

Source: Trader associations providing data; NA=Not Available

*Data from Mali included only until end of March 2012.

9.2.3 AGGREGATE TRADE

The table below compares the change in the total value of aggregate intra-regional trade during FY 2011 and FY 2012 for the two commodities for which data collection continues: maize and livestock. When compared to FY 2011 data from Burkina Faso, Mali, and Ghana during this period, trade in these two products decreased on average by about 4 percent, from \$267.53 million to \$256.12 million. Livestock trade decreased by about 4 percent and maize trade also decreased by about 1 percent. This apparent decrease was due to the suspension of data collection activities in Mali, for which only six months of data is included. In FY 2011, about 35 percent of the trade volume was recorded in Mali.

AGGREGATE TRADE IN FY 2011 AND FY 2012

Value Chain	FY 2011 (\$ million)	FY 2012 (\$ million)	Percent Change
Maize	14.22	14.03	-1.34
Livestock	253.31	242.09	-4.43
Total	267.53	256.12	-4.26

Note: All values include data collected in Burkina Faso, Mali, and Ghana. Data from Mali includes the period October 2011–March 2012 only.

The total volume of intra-regional trade in FY 2012 was 48,740 tons of maize, 343,663 head of cattle and 522,548 sheep/goats. The total value of intra-regional trade recorded in FY 2012 was \$14.03 million in maize trade, and \$242.09 million in livestock trade—increases of 95 percent and 22 percent, respectively, against the baselines. Of the total value of \$256.12 million recorded in FY 2012, 95 percent was livestock trade and 5 percent was maize trade. The average percentage increase from the total baseline value of livestock and maize to FY 2012 total value was 25 percent, exceeding the FY 2012 target of 20 percent.

The apparent reduction in intra-regional trade was a result of the suspension of activities in Mali for six months.

PERCENT CHANGE IN INTRA-REGIONAL TRADE OVER BASELINE

Value Chain	FY 2008 Baseline (\$ million)	FY 2012 (\$ million)	Percent Change Over Baseline
Maize	7.18	14.03	95
Livestock	197.90	242.09	22
Total	205.08	256.12	25

Note: All values include data collected in Burkina Faso, Mali, and Ghana.

Note: Baseline data includes Mali for maize and livestock value chains. FY 2012 data includes data collected in Mali only prior to the suspension of activities in that country.

9.2.4 FY 2012 REPORTING, SUBMITTED FTFMS

Indicator / Disaggregation	Baseline Value	2012			
		Target		Actual	
		PPR	Updated	PPR	Updated
4.5.2(7): Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	0	7,000		7,548	
Type of individual	0	7,000		7,548	
Producers	0	7,000		7,548	
People in government					
People in private sector firms					
People in civil society					
Disaggregates Not Available					
Sex	0	7,000		7,548	
Male		5,600		5,985	
Female		1,400		1,563	
Disaggregates Not Available	0				
4.5.2(11): Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance		8		31	
Type of organization		8		31	
Private enterprises (for profit)				20	
Producers organizations		8		8	
Water users associations					
Women's groups				3	
Trade and business associations					
Community-based organizations (CBOs)					

Indicator / Disaggregation	Baseline Value	2012			
		Target		Actual	
		PPR	Updated	PPR	Updated
Disaggregates Not Available					
New/Continuing		8		31	
New		8		7	
Continuing				24	
Disaggregates Not Available					
4.5.2(12): Number of public-private partnerships formed as a result of FTF assistance		0		0	
Agricultural production					
Agricultural post harvest transformation					
Nutrition					
Multi-focus		0		0	
Other					
Disaggregates Not Available					
4.5.2(30): Number of MSMEs, including farmers, receiving USG assistance to access loans					
Size of MSME					
Micro					
Small					
Medium					
Disaggregates Not Available					
Sex of owner					
Male					
Female					
Joint					
n/a					
Disaggregates Not Available					
4.5.2(35): Percent change in value of intra-regional trade in targeted agricultural commodities (for regional missions)				-16.57	
Total Value of trade (in USD)	205,082,002.00			256,124,300.00	
Total Volume of trade (mt)	977,188.00			914,951.00	
Livestock				-4.69	
Ghana					
Value of trade (in USD)	197,900,000.00			242,090,971.00	
Volume of trade (mt)	942,914.00			866,211.00	
Maize					
Ghana					
Value of trade (in USD)	7,182,002.00			14,033,329.00	
Volume of trade (mt)	34,274.00			48,740.00	
4.5.1(24): Numbers of Policies/Regulations/Administrative Procedures in each of the following stages of development as a result of USG assistance in each case: (Stage 1/2/3/4/5)	0	1		1	
Sector	0	1		1	
Inputs					
Outputs					

Indicator / Disaggregation	Baseline Value	2012			
		Target		Actual	
		PPR	Updated	PPR	Updated
Macroeconomic					
Agricultural sector-wide	0	1			
Research, extension, information, and other public service					
Food security/vulnerable					
Climate change adaptation or natural resource management (NRM) (ag-related)					
Disaggregates Not Available				1	
Stages of development	0	1		1	
Stage 1 of 5 Number of policies / regulations / administrative procedures analyzed	0			0	
Stage 2 of 5 Number of policies / regulations / administrative procedures drafted and presented for public/stakeholder consultation					
Stage 3 of 5 Number of policies / regulations / administrative procedures presented for legislation/decreed	0	1		0	
Stage 4 of 5 Number of policies / regulations / administrative procedures prepared with USG assistance passed/approved					
Stage 5 of 5 Number of policies / regulations / administrative procedures passed for which implementation has begun					
Disaggregates Not Available				1	

9.2.5 HIGHLIGHTS OF THE FTF INDICATORS

1.1.2.2: Number of individuals who have received USG-supported short-term agricultural sector productivity or food security trainings

[Previous indicator: Number of individuals who have received short-term agricultural sector productivity training with USG assistance]

The target for FY 2012 was 7,000, including 1,400 women. In FY 2012, a total of 7,548 individuals (including 1,563 women) participated in agricultural sector productivity training. In the cereals value chains, trainings were held in quality management, integrated management, and conservation agriculture. In the livestock value chain, trainings were held in meat cutting and hygiene and in cattle fattening. Trainings were also conducted during road and market shows. In the cereals value chains, country-specific trainings included:

- Benin: Quality management of cereals (761 trained, of whom 127 were women)
- Togo: Quality management of cereals (1,920 trained, of whom 501 were women)
- Burkina Faso: Integrated management of cereals (1,218 trained, of whom 485 were women)
- Senegal: Conservation agriculture (919 trained, of whom 287 were women)

In the livestock value chain, country-specific trainings included:

- Togo: Meat-cutting technology and hygiene (1,100 trained, of whom five were women)
- Benin: Meat-cutting technology and hygiene (520 trained, of whom 25 were women)
- Niger: Cattle-fattening practices (25 trainers trained, of whom six were women)
- Côte d'Ivoire: Cattle-fattening practices (511 trained, of whom 25 were women)
- Benin: Cattle-fattening practices (339 trained, of whom 95 were women)

During road and market shows, the following trainings were conducted:

- Eighteen officials (of whom two were women) took part in advocacy training on the removal of trade barriers in the onion value chain in Niger.
- Fifty-four participants (of whom two were women) were trained in methods to deal with road harassment in Koutiala and Segou in Mali (Nov. 4-5, 2011).
- Twenty-six cereals value chain actors (one of whom was a woman), including traders, processors, producers, transporters, and officials of cereal associations, attended a two-day workshop on "Elimination of seasonal restrictions on cereal exports" in Ouagadougou, Burkina Faso, on March 16-17, 2012. A similar activity was planned for Mali for the following week, but had to be canceled due to the coup d'état.
- Thirty-eight maize and livestock truck drivers were trained on how to deal with road harassment at Kantchari and Dakola border posts. This included training of 14 maize truck drivers from Ghana, Burkina Faso, and Niger at the Kantchari border post in May 2012, and 24 livestock truck drivers from Benin, Togo, and Niger at the Dakola border post in June 2012.
- A market show in Parakou, Benin, on September 10-12, involved 99 participants (of whom two were women) and focused on training value chain actors on procedures for regional trading of agricultural products.

1.2.1.1: Numbers of policies/regulations/administrative procedures in each of the following stages of development as a result of USG assistance in each case: Stage 1: analyzed

[Previous indicator: Number of policy reforms analyzed as a result of USG assistance]

The target was zero, and no analysis was done. Significant work with livestock value chain actors in Burkina and Benin was, however, done.

1.2.1.1: Numbers of policies/regulations/administrative procedures in each of the following stages of development as a result of USG assistance in each case: Stage 2: drafted and presented for public/stakeholder consultation

[Previous indicator: Number of policy reform processes reaching dialogue milestone after significant advocacy by private-sector and other non-governmental actors as a result of ATP program assistance]

The target was zero; one process reached dialogue milestone. A draft regulation on the treatment of agricultural goods under ETLS was submitted for the ad-hoc committee established to review the legal texts of the ECOWAS and UEMOA trade liberalization programs. The committee requested ECOWAS to finalize this, in preparation for presentation and adoption at next session of the ECOWAS Council of Ministers.

In addition, significant work with livestock value chain actors in Burkina Faso and Benin was done.

1.2.1.1: Numbers of policies/regulations/administrative procedures in each of the following stages of development as a result of USG assistance in each case: Stage 3: presented for legislation/decreed.

[Previous indicator: Number of policy reforms presented for legislation/government decrees as a result of ATP program assistance]

The project did not meet its target of one. The policy reform process in ECOWAS is reported above, but is not yet presented for legislation/decreed.

1.2.2.2: Number of public-private partnerships formed as a result of FTF assistance

[Previous indicator: Number of public-private partnerships formed as a result of USG assistance]

The target for FY 2012 is zero, and no public-private partnership was formed. Significant work with Johnny's Food and Meat Complex was done, however. Results will be reported in FY 2013.

1.2.2.5: Number of food security private enterprises (for-profit), producers organizations, water users associations, women's groups, trade and business associations, and (CBOs receiving USG assistance

[Previous indicators: 1) Number of producers' organizations, water users associations, trade and business associations, and CBOs assisted as a result of USG interventions, 2) number of agriculture-related firms benefiting directly from interventions as a result of USG assistance, 3) number of women's organizations/associations assisted as a result of USG interventions]

The target for this indicator had been defined as 8 in the FTFMS, and included only the previous association target. Additional targets that can be considered under this indicator include targets of four for the previous indicator on the number of women's organizations/ associations, and 25 for agriculture-related firms; this would make total target 37. The project achieved 31.

- The associations include the following: 1) UCOVISA (Côte d'Ivoire), 2) GAPTO (Ghana), 3) CPC (Togo), 4) COFENABVI (regional), 5) CIC-B (Burkina Faso), 6) FUPRO (Benin), 7) Ghana Livestock Breeders and Traders Association (Ghana), and 8) ONFO (Burkina Faso)
- There were three women's groups: 1) RTCF (Burkina Faso), 2) GAPTO women's wing (Ghana), and 3) *Cooperative du vivrier de Marahoue* (Côte d'Ivoire).
- The agriculture-related firms included: 1) Premium Foods (Ghana), 2) *Société nationale de promotion des produits agricoles du Bénin-SONAPRA*, 3) Free Work Services (Senegal), 4) *Melange*

soja céréales (SOCMEL, Togo), 5) Rose Eclat (Burkina Faso), 6) Koama Industries (Burkina Faso), 7) MELS (Burkina Faso), 8) SIMAO (Senegal), 9) Africaine des Viandes (regional), 10) ETS Mamounta Velegda (Burkina Faso), 11) Pens Food Bank (Ghana), 12) GIC (Senegal), 13) JFMC (Ghana), 14) ETS Dennis Zoungrana et Fils (Burkina Faso), 15) COVIMA (Côte d'Ivoire), 16) SODEPAL (Burkina Faso), 17) Céréales Mama Kone (Senegal), 18) UGCPA (Burkina Faso), 19) West African Trade & Agribusiness (Côte d'Ivoire), 20) Gano-Agro (Burkina Faso).

2.1: Percent change in value of intra-regional trade in targeted agricultural commodities

[Previous indicator: Percent change in the value and volume of intra-regional exports of targeted agricultural commodities as a result of ATP program (as percent increase over the baseline)]

The intra-regional trade reported by ATP does not originate from official statistics, but is collected by the project's partner associations, who, through ATP grants, finance the data collection effort. The project collects trade data in strategic markets and border points in two countries, disaggregated by commodity, country of origin, and country of destination. The ATP data collection effort covers only a subset of the intra-regional trade, limited to a few commodities (livestock/ruminants, maize, and onion/shallot) traded along key trade corridors, rather than the entire universe of agricultural intra-regional trade in West Africa.

Data collection on onion was phased out at the end of FY 2011, as part of this value chain's phase-out from the project. Below, baseline data and FY 2012 data are shown only for maize and livestock. In April 2012, project activities were suspended in Mali due to the political crisis in that country. This included suspension of two important trade data collection efforts: that by the national livestock federation in livestock and that by APLS in maize. The suspension of activities in Mali resulted in reduced trade recorded. The total value of intra-regional trade recorded in FY 2012 was \$14.03 million in maize trade, and \$242.09 million in livestock trade, increases against baseline of 95 percent and 22 percent, respectively. Of the total value of \$256.12 million recorded in FY 2012, 95 percent was livestock trade and 5 percent was maize trade. This means that the average percentage increase from the total baseline value of livestock and maize to the FY 2012 total value was 25 percent, exceeding the FY 2012 target of 20 percent.

PERCENT CHANGE IN VALUE OF INTRA-REGIONAL TRADE OVER BASELINE

Marketing Channel	Baseline (Oct 2008–Sept 2009) US\$ million	Trade data (Oct 2011–Sept 2012) US\$ million	Percent Change
Maize*	7.18	14.03	95
Livestock/Meat*	197.90	242.09	22
Total Trade	205.08	256.12	25

Note: *Baseline data includes Mali for maize and livestock value chains. FY 2012 data includes data collected in Mali only prior to the suspension of activities in that country.

9.2.6 ADDITIONAL ATP INDICATORS, NOT REPORTED IN THE FTFMS

1.1.2.3: Number of new technologies or management practices in one of the following phases of development: Phase III: made available for transfer as a result of USG assistance

[Previous indicator: Number of new technologies or management practices made available for transfer as a result of USG assistance]

The target was three for FY 2012. Two new technologies were made available to producer organizations in Benin and Togo. The two technologies/management practices are: hygiene of the cereals warehouse/storage and techniques for stacking/storing grains in bags. The associations are CPC in Togo and FUPRO and other maize associations in Benin.

2.1.7: Total number of users of MIS services (cumulative)

[Previous indicator: Number of users of regional market information systems in Nigeria and other markets dealing in ATP commodities (including new users and users registered in previous years) in addition to number of users attributable to ATP]

The target is 12,000 for FY 2012. The Esoko market information platform registered a total of 27,787 users, far exceeding its target (by over 15,000).

2.2.3: Percent reduction in average rate of bribes per 100 km

[Previous indicator: Percentage reduction in transport obstacles per 100 km (as percent decrease over the baseline)]

The target for FY 2012 is 26 percent. The reduction in bribe costs over baseline for the onion corridor (the reference corridor) was 54 percent. The reduction in the livestock corridor was only 7 percent; in the maize corridor (Techiman–Kantchari), it was 74 percent.

3.1: Average percent change in score on key areas of organization capacity amongst USAID direct and indirect local implementing partners

Note: PIVA is the project tool for assessing organization capacity

[Previous indicator: Number of institutions/organizations making significant improvements to their ability to offer services to their clients based on recommendations of ATP-supported assessments]

The project organized PIVAs for five organizations: GAPTO, ONFO/Burkina, COFENABVI, UCOVISA, and CIC-B. The average percent change against the baseline (which, depending on the organization, was measured in 2009 or 2010), as measured by the PIVA tool, was 28.5 percent. There was no target for this indicator, and the project has not reported this before. The percent change varied greatly by organization, ranging from 2.5 percent to 70.8 percent.

Amount of private financing mobilized or leveraged to contribute to the realization of the project's primary objectives (millions of dollars reported by project partners as funds invested in the form of credit or equity, as a result of project technical assistance, advisory services and trade facilitation activities)

The target for this policy for FY 2012 was zero. No finance was mobilized in the ATP value chains.

Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance (SWOT and PIVA included)

The target was five. The project organized PIVAs for five organizations: GAPTO, ONFO/Burkina, COFENABVI, UCOVISA, and CIC-B.

10. PERFORMANCE INDICATOR REPORTING: E-ATP

10.1 INTRODUCTION

An update on general FY 2012 M&E efforts is provided in section 9.1; this section focuses only on E-ATP-specific activities additional to these general efforts. These include assessment of attribution in the E-ATP value chains, and assessment of the poultry data baseline and data collected by the project in FY 2011.

Attribution of trade data to partner associations

Like the ATP project, E-ATP gauged attribution of trade data to partner organizations as a follow-up to FY 2011 discussions and efforts. In Burkina Faso, the team discussed attribution with CIC-B in Bobo Dioulasso and with association executives in Bama. They assessed that the proportion of the millet/sorghum trade attributable to CIC-B members is 85 percent; the proportion for the parboiled rice trade is 90 percent. In Benin, where data collection focuses on parboiled rice only, 90 percent of the trade was estimated to be by CICR-B members. Unfortunately, no assessment could be conducted in Kano, Nigeria; terrorist attacks made it impossible for project staff to travel there. As with ATP, these associations are very different types of partners of the project. CIC-B has been a close project partner and has received project assistance whereas CICR-B has only collaborated with the project on the trade data collection; impact and attribution are therefore very different issues in the two cases.

Cascade trainings

Cascade trainings conducted in the context of the E-ATP project included those listed below. As in the case of ATP, the E-ATP M&E Specialist assessed the conduct and quality of the trainings for a small sub-set of trainees; this work was conducted in collaboration with the ATP M&E Specialist.

E-ATP FY 2012 NUMBER OF CASCADE TRAINEES IN RICE AND MILLET/SORGHUM VALUE CHAINS

Country	Value Chain	New Technology Transferred	Males	Females	Total
Benin	Rice	System of Rice Intensification	214	72	286
Togo	Rice	System of Rice Intensification	428	201	629
Ghana	Rice	System of Rice Intensification	409	397	806
Senegal	Rice	System of Rice Intensification	185	331	516
Burkina Faso	Millet/Sorghum	Integrated Crop Management	131	43	174
Burkina Faso	Millet/Sorghum	Quality Management of Cereals	14	6	20
Togo	Millet/Sorghum	Quality Management of Cereals	123	57	180
Senegal	Millet/Sorghum	Conservation Tillage	459	60	519
Achieved for FY 2012			1,963	1,167	3,130
Target for FY 2012			1,000	500	1,500

Assessment of poultry data collected

E-ATP commenced efforts in poultry data in FY 2009. The reported baseline data for intra-regional trade in day-old chicks was collected from three hatcheries in Senegal and one hatchery in Mali; these hatcheries were known to be engaged in intra-regional trade. The data was taken retroactively from company records. The total amount for intra-regional trade for these four hatcheries was reported to be \$7.65 million. In FY 2010, trade flow data of \$6.78 million was collected with similar methodology and reported to USAID.

Field-level data collection commenced in December 2011 with grants to poultry associations in Ghana, Mali, and Senegal. With funds from the project, the associations coordinated a data collection effort in several hatcheries in each country. During FY 2011, data submitted were irregular and quantities shown were far below those reported in the baseline. There were various reasons for this, including (as cited in the reports) power outages in Senegal and political disturbances. Data collection was consequently stopped and poultry value chain activities were phased out in December 2011.

In FY 2012, E-ATP assessed the quality of the poultry data through visits to all three countries where the poultry data had been collected. Brief summaries of these visits and their results follow:

- **Mali.** In May 2012, the project's Data Analyst visited the poultry association *Fédération des intervenants de la filière avicole du Mali* (FIFAM), as well as the hatcheries where data was collected: SODOUF, Mali Volailles, and Mali Poussin. Quantities exported were extremely small, as also seen in the FY 2011 data. Some discrepancies were noted between data reported by the association previously and the data which the association gave during the assessment mission.
- **Ghana.** The ATP M&E Specialist visited the office of the Ghana Poultry Farmers' Association and attempted to visit the hatcheries where data collection took place. However, the hatcheries management refused to provide access to the hatcheries, citing early discontinuation of the data collection effort as a reason.
- **Senegal.** In February 2012, the Data Analyst held two meetings with the President of the *Union nationale des acteurs de la filière avicole du Sénégal* (UNAFSA) and the data collection focal point of day-old chicks, and visited PRODAS, one of the data collection sites.

The assessments in Mali and Senegal revealed various problems and issues, which reduce the level of confidence in the data collected for FY 2009–2010 (from records) and for FY 2011 (through partner efforts). These issues include the following:

- Confusion over the inclusion of data on all chicks sold vs. chicks for export. It seems likely that data submitted as export data included data on domestically sold chicks, both in the baseline and in the data collection by partners.
- A problematic definition of the baseline, which used data originating from certain hatcheries, while the partner data collection took place partly in different hatcheries (e.g., Ghana was not included in the baseline; in Senegal, some different hatcheries were included in the baseline compared to those included in the data collection effort).
- Reluctance on the part of hatcheries to give correct data, which may have further skewed the data. This is partly due to fear that the data would end up in government hands and could result in higher taxes. It seems that the reluctance may also be caused by irregularities within hatchery management, leading to fear of hatchery owners knowing the correct quantities.
- Problems between the hatcheries and the poultry associations, resulting in changes in data collection sites.
- Exports, at least in Senegal, often carried out by other actors (rather than the hatcheries themselves). This means that the hatcheries may not know what portion of the chicks end up exported. These exporters are also unwilling to provide numbers, presumably due to fears of taxes or other additional costs by the government.

On the basis of this assessment, it seems clear that neither the baseline data nor the data collected by poultry associations can be considered to be reliable estimates of intra-regional trade in day-old chicks.

10.2 DETAILS ON OBJECTIVE-LEVEL INDICATOR: TRADE FLOWS

The intra-regional trade reported by E-ATP does not originate from official statistics, but is collected by the project's partner associations, who, through E-ATP grants, finance the data collection effort. The project collects trade data in strategic markets and border points in two countries, disaggregated by commodity, country of origin, and country of destination. The E-ATP data collection effort covers only a subset of the intra-regional trade (millet/sorghum and parboiled rice traded along key trade corridors), rather than the entire universe of the agricultural intra-regional trade in West Africa.

On December 21, 2011, the Burkinabé Government put in place an export ban on cereals that reduced, but did not eliminate, parboiled rice exports. Previously, rice exports had been banned from Nigeria, reducing trade volumes. On April 3, 2012, project activities were suspended in Mali due to the political crisis in that country. This suspension included the suspension of data collection on millet/sorghum by APLS. However, brisk trading from Nigeria northwards in millet/sorghum more than made up for the trading not recorded in Mali.

10.2.1 MILLET/SORGHUM TRADE FLOWS

Millet/sorghum trade flows were monitored by project partner organizations in Burkina Faso (CIC-B); Mali (*l'Association des vendeurs des produits locaux de Sikasso*), where trade data monitoring was stopped on April 3, 2012, due to the political crisis; and Nigeria (Dawanau Market Development Association). The total FY 2012 volume of millet/sorghum exports was 155,685 MT. The total value was \$55.51 million. By far, the largest part of this trade (90 percent in volume, and 89 percent in value) was exports from Nigeria. Burkina Faso exports accounted for 9 percent of volume and value. The remaining amount came from Mali during the six months of data collection in that country.

MILLET/SORGHUM EXPORTS BY COUNTRY

Country	Total Volume (tons)	Total Value (\$)	Destination
Burkina Faso	14,262	4,984,041	Ghana, Niger, Mali, Côte d'Ivoire
Mali	2,356	857,404	Senegal, Côte d'Ivoire
Nigeria	140,666	49,563,619	Niger
Total	157,284	55,405,064	

Please note: Total millet/sorghum trade volume and value reported here differ from those submitted in the FTFMS (155,685 mt and \$55,510,000) due to a calculation error.

The total presents an increase of 153 percent from the baseline, and a large 97 percent increase in value from the \$28.10 million recorded in FY 2011, despite the fact that only half a year's data is included for Mali. The increase from FY 2011 to FY 2012 is largely due to increased volumes of exports documented from Nigeria, for which there were several reasons. First, a good 2012 millet/sorghum harvest in Nigeria ensured supply, while food shortages in parts of the Sahel ensured demand. Brisk trading and higher prices were evident from late November onwards, due to this high demand. Finally, E-ATP volumes for FY 2011 may have been underestimated, due to problems with data collection.

10.2.2 PARBOILED RICE TRADE FLOWS

Parboiled rice trade flows were monitored by the project's partner organizations in Burkina Faso (UGER-B, *l'Union des groupements des transformatrices de riz de Banzon*) and in Benin (CCR-B). In FY 2012, these trade flows amounted to 5,938 metric tons, valued at \$3.79 million. Of this, 58 percent of volume and 61 percent of value was from Benin, and 42 percent of volume and 39 percent of value was from Burkina Faso. During this time, the average price was \$593 per metric ton in Burkina Faso, and \$671 in Benin.

PARBOILED RICE EXPORTS BY COUNTRY

Country	Total Volume (tons)	Total Value (\$)	Destination
Burkina Faso	2,508	1,486,330	Mali
Nigeria	0	0	Niger
Benin	3,430	2,301,881	Nigeria, Togo
Total	5,938	3,788,211	

10.2.3 AGGREGATE TRADE

The total trade volume recorded in FY 2012 was \$55.50 million for millet/sorghum, an increase of 154 percent from the baseline and a large (98 percent) increase from the \$28.10 million recorded in FY 2011. For rice, only \$3.79 million was recorded, indicating a reduction of 22 percent from the baseline (the FY 2011 value was \$5.40 million). In total, an increase of 121 percent in trade value was recorded, as outlined in the table below.

PERCENT CHANGE IN VALUE OF INTRA-REGIONAL TRADE OVER THE BASELINE

Marketing Channel	Baseline (Oct 2009–Sept 2010) US\$ million	Trade data (Oct 2011–Sept 2012) US\$ million	Percent Change
Millet/sorghum*	21.89	55.41	153
Parboiled rice	4.89	3.79	(22)
Total	26.78	59.20	121

Note: *Baseline data includes Mali. FY 2012 data includes data collected in Mali only prior to the suspension of activities in that country (through March 2012).

Please note: Total millet/sorghum trade volume and value reported here differ from those submitted in the FTFMS (155,685 mt and \$55,510,000) due to a calculation error.

10.3 FY 2012 INDICATOR REPORTING

10.3.1 INDICATOR TABLE SUBMITTED TO FTFMS

Indicator / Disaggregation	Baseline Value	2012			
		Target		Actual	
		PPR	Updated	PPR	Updated
4.5.2(7): Number of individuals who have received USG supported short-term agricultural sector productivity or food security training		1,500		3,374	
Type of individual		1,500		3,374	
Producers		1,500		3,374	
People in government					
People in private sector firms					

Indicator / Disaggregation	Baseline Value	2012			
		Target		Actual	
		PPR	Updated	PPR	Updated
People in civil society					
Disaggregates Not Available					
Sex		1,500		3,374	
Male		1,000		2,188	
Female		500		1,186	
Disaggregates Not Available					
4.5.2(11): Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance		7		24	
Type of organization		7		24	
Private enterprises (for profit)				6	
Producers organizations		7		14	
Water users associations					
Women's groups				4	
Trade and business associations					
Community-based organizations (CBOs)					
Disaggregates Not Available					
New/Continuing		7		24	
New		7		4	
Continuing				20	
Disaggregates Not Available					
4.5.2(12): Number of public-private partnerships formed as a result of FTF assistance		2		1	
Agricultural production					
Agricultural post harvest transformation					
Nutrition					
Multi-focus		2		1	
Other					
Disaggregates Not Available					
4.5.2(30): Number of MSMEs, including farmers, receiving USG assistance to access loans					
Size of MSME					
Micro					
Small					
Medium					
Disaggregates Not Available					
Sex of owner					
Male					
Female					
Joint					
n/a					
Disaggregates Not Available					
4.5.2(35): Percent change in value of intra-regional trade in targeted agricultural commodities (for regional missions)				52.33	
Total Value of trade (in USD)	33,960,000.00			73,331,540.00	
Total Volume of trade (mt)	103,667.00			210,363.00	
Rice				-34.00	
Burkina Faso					
Value of trade (in USD)	4,890,000.00			3,788,211.00	
Volume of trade (mt)	5,760.00			5,938.00	
Sorghum/Millet				96.84	

Indicator / Disaggregation	Baseline Value	2012			
		Target		Actual	
		PPR	Updated	PPR	Updated
Burkina Faso					
Value of trade (in USD)	21,890,000.00			55,510,000.00	
Volume of trade (mt)	63,633.00			155,685.00	
4.5.1(24): Numbers of Policies/Regulations/Administrative Procedures in each of the following stages of development as a result of USG assistance in each case: (Stage 1/2/3/4/5)		3		1	
Sector		3		1	
Inputs					
Outputs					
Macroeconomic					
Agricultural sector-wide		3			
Research, extension, information, and other public service					
Food security/vulnerable					
Climate change adaptation or natural resource management (NRM) (ag-related)					
Disaggregates Not Available				1	
Stages of development		3		1	
Stage 1 of 5 Number of policies / regulations / administrative procedures analyzed		2		1	
Stage 2 of 5 Number of policies / regulations / administrative procedures drafted and presented for public/stakeholder consultation					
Stage 3 of 5 Number of policies / regulations / administrative procedures presented for legislation/decreed		1		0	
Stage 4 of 5 Number of policies / regulations / administrative procedures prepared with USG assistance passed/approved					
Stage 5 of 5 Number of policies / regulations / administrative procedures passed for which implementation has begun					
Disaggregates Not Available					

10.3.2 HIGHLIGHTS OF THE FTF INDICATORS

1.1.2.2: Number of individuals who have received USG-supported short-term agricultural sector productivity or food security trainings

[Previous indicator: Number of individuals who have received short-term agricultural sector productivity training with USG assistance]

The target for FY 2012 was 1,500 including 500 women. In FY 2012, a total of 3,172 individuals, including 1,186 women, participated in agricultural sector productivity training in the millet/sorghum and rice value chains as well as on procedures for regional trading and seasonal restrictions. Specifics include:

- **Expanding SRI regionally.** The project conducted ToTs and cascade trainings on SRI, a rice

management system that reduces the use of water, inorganic fertilizers, and seed while resulting in increased yield. In all, 2,237 were trained in SRI in four countries: Benin (286 trained, of whom 72 were women), Ghana (806 trained, of whom 397 were women), Togo (629 trained, of whom 201 were women), and Senegal (516 trained, of whom 331 were women). Trainings in Burkina Faso were ongoing at the start of FY 2012.

- **Integrated crop management in millet/sorghum.** This was conducted in Burkina Faso only. In all, 174 were trained, of whom 43 were women.
- **Quality management of millet/sorghum.** Trainings were conducted in Burkina Faso (20 trained, of whom six were women) and Togo (180 trained, of whom 57 were women).
- **Conservation tillage.** This training was implemented only in Senegal only, where 519 were trained, of whom 60 were women.
- **Procedures for regional trading of agricultural products.** This took place in Parakou, Benin, in September 2012 (14 men and two women trained).
- **Training workshop on seasonal restrictions on cereal exports.** This took place in Burkina Faso in March 2012 (25 men and one woman trained).

1.1.2.3: Number of new technologies or management practices in one of the following phases of development: Phase III: made available for transfer as a result of USG assistance

[Previous indicator: Number of new technologies or management practices made available for transfer as a result of USG assistance]

The target was three for FY 2012; the target was reached. Two new technologies were made available to producer organizations in Burkina Faso and Togo. The two technologies/management practices were 1) hygiene of the cereals warehouse/storage, and 2) techniques for stacking/storing grains in bags. Additionally, a publication on best practices in poultry slaughtering was completed during FY 2012.

1.2.1.1: Numbers of policies/regulations/administrative procedures in each of the following stages of development as a result of USG assistance in each case: Stage 1: analyzed

[Previous indicator: Number of policy reforms analyzed as a result of USG assistance]

The target was two; the project achieved one. The project supported the efforts of Burkina Faso to prepare for the Grow Africa Agricultural Investment Forum held May 8-11 in Addis Ababa, Ethiopia. Burkina Faso's participation was facilitated by extensive preparation at the national level, including the organization of a Business Roundtable on April 17 in Ouagadougou. In preparation for this event and the subsequent Addis Ababa forum, ATP/E-ATP provided analysis and technical support to the Ministry of Agriculture through two consultants, who prepared the discussions in the roundtable context, focusing on policy actions to boost private investment.

1.2.1.1: Numbers of policies/regulations/administrative procedures in each of the following stages of development as a result of USG assistance in each case: Stage 2: drafted and presented for public/stakeholder consultation

[Previous indicator: Number of policy reform processes reaching dialogue milestone after significant advocacy by private-sector and other non-governmental actors as a result of E-ATP program assistance]

The target was two, which the project achieved. The Business Roundtable during the Grow Africa effort, discussed above and held in Ouagadougou on April 17, was a form of public consultation that resulted in recommendations to the Burkinabé Government on how to create a better enabling environment to boost private investment. After this, the government, with support from the project's consultants, prepared policy actions that it plans to undertake. The Burkinabé Government also prepared another document for presentation at the United Nations General Assembly at its next session in September; the project supported this effort until it was taken up by French technical

assistance, as agreed in the G8 framework. In addition, a draft regulation on the treatment of agricultural goods under ETLS was submitted for finalization by ECOWAS Commission. This will be presented to the Council of Ministers at a later date.

1.2.1.1: Numbers of policies/regulations/administrative procedures in each of the following stages of development as a result of USG assistance in each case: Stage 3: presented for legislation/decreed

[Previous indicator: Number of policy reforms presented for legislation/government decrees as a result of E-ATP program assistance]

The project did not meet its target of three. As noted above, draft regulation on the treatment of agricultural goods under ETLS will be presented to the Council of Ministers at a later date.

1.2.2.1: Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation

[Previous indicator: Amount of private financing mobilized or leveraged to contribute to the realization of the project's primary objectives (\$ million reported by project partners as funds invested in the form of credit or equity, as a result of project technical assistance, advisory services and trade facilitation activities)]

The target for FY 2012 was zero. Although the Finance Specialist's contract ended in December 2011 as part of the phase-out plan agreed upon with USAID, the project has continued finance efforts under the leadership of the Value Chain Leaders and the Gender Specialist. During FY 2012, the project facilitated access to finance for a total of \$410,000. This included a loan to Koama Industries in Ouagadougou, Burkina Faso, of 195 million FCFA (\$390,000) from the Bank of Africa for modernizing processing equipment and for cash flow. Additionally, the project helped the parboilers association in Bama obtain financing of 10 million FCFA (\$20,000) from the BRS bank.

1.2.2.5: Number of food security private enterprises (for-profit), producers organizations, water users associations, women's groups, trade and business associations, and CBOs receiving USG assistance

[Previous indicators: 1) Number of producers' organizations, water users associations, trade and business associations, and CBOs assisted as a result of USG interventions, 2) number of agriculture-related firms benefiting directly from interventions as a result of USG assistance, and 3) number of women's organizations/associations assisted as a result of USG interventions]

In all, E-ATP assisted 24 organizations, against the target of 22.

- This included 14 associations: 1) ETD/ESOP (Burkina Faso), 2) DTE (Burkina Faso), 3) ANARIZ (Côte d'Ivoire), 4) CIR-B (Burkina Faso), 5) CCR-B (Benin), 6) CIC-B (Burkina Faso), 7) CPC (Togo), 8) AMASSA (Mali), 9) UOFA (regional), 10) APROSSA (Burkina Faso), 11) *Union des groupements de Koulouck* (UGK) (Senegal), 12) FUPRO (Benin), 13) *Fédération d'organisations de producteurs-Bignona* (Senegal), and 14) *Fédération d'organisations de producteurs-Ziguinchor* (Senegal).
- Four women's associations were assisted: 1) *Union nationale des étuveuses de riz du Burkina* (Burkina Faso), 2) RTCF (Burkina Faso), 3) Single Mothers Association (Ghana), and 4) UNERiz (Burkina Faso).
- Additionally, a total of six agriculture-related firms benefited from direct E-ATP interventions in FY 2012: 1) Koama Industries (Burkina Faso), 2) SOCMEI (Togo), 3) GIC (Senegal), 4) Free Work Services (Senegal), 5) SODEPAL (Burkina Faso), and 6) COVIMA (Côte d'Ivoire).

E-ATP's assistance consisted mainly of 1) sponsoring firms to participate in trade fairs, 2) providing capacity building services and support in access to finance, and 3) supporting the development of business plans for access to finance.

2.3: Percent change in value of intra-regional trade in targeted agricultural commodities

[Previous indicator: Increase in the aggregate value of intra-regional exports of targeted agricultural commodities as a result of E-ATP program (as percent increase over the baseline)]

The target was 33 percent. The intra-regional trade reported by E-ATP does not originate from official statistics, but is collected by the project's partner associations which, through E-ATP grants, finance the data collection effort. The project collects trade data in strategic markets and border points in two countries, disaggregated by commodity, country of origin, and country of destination. The E-ATP data collection effort covers only a subset of the intra-regional trade, limited to a few commodities (millet/sorghum, parboiled rice) traded along key trade corridors, rather than the entire universe of agricultural intra-regional trade in West Africa.

On December 21, 2011, the Burkinabé Government put in place an export ban on cereals that reduced, but did not eliminate, parboiled rice exports. Previously, rice exports had been banned from Nigeria, reducing trade volumes. In April 2012, project activities were suspended in Mali due to the political crisis in that country. This included the suspension of data collection on millet/sorghum by APLS. However, brisk trading from Nigeria northwards in millet/sorghum more than made up for the trading not recorded in Mali.

The total trade volume recorded in FY 2012 was \$55.50 million for millet/sorghum, an increase of 154 percent from the baseline, and a large, 98 percent increase from the \$28.10 million recorded in FY 2011. For rice, only \$3.79 million was recorded (the FY 2011 value was \$5.40 million), indicating a reduction of 22 percent from the baseline. In total, an increase in trade value of 121 percent was recorded, as outlined in the table below.

PERCENT CHANGE IN VALUE OF INTRA-REGIONAL TRADE OVER THE BASELINE

Marketing Channel	Baseline (Oct 2009– Sept 10) US\$ million	Trade Data (Oct 2011– Sept 12) US\$ million	Percent Change
Millet/sorghum*	21.89	55.50	154
Parboiled rice	4.89	3.79	(22)
Total	26.78	59.29	121

Note: *Baseline data includes Mali. FY 2012 data includes data collected in Mali only prior to the suspension of activities in that country, i.e., through March 2012.

10.3.3 ADDITIONAL E-ATP INDICATORS, NOT REPORTED IN THE FTFMS

1.2.2.2: Number of public-private partnerships formed as a result of FTF assistance

[Previous indicator: Number of public-private partnerships formed as a result of USG assistance]

The target for FY 2012 was two. One PPP was formed: SANTGROUP Sarl Mbambilor (Senegal). One other intended PPP, Faso Jigi in Mali, could not be finalized due to the suspension of activities in that country.

2.1.7: Total number of users of MIS services (cumulative)

[Previous indicator: Number of users of regional market information systems in Nigeria and other markets dealing in E-ATP commodities (including new users and users registered in previous years) in addition to number of users attributable to ATP]

The target is 8,000 for FY 2012. The Esoko market information platform registered a total of 14,738 users, far exceeding its target.

2.2.3: Percent reduction in average rate of bribes per 100 km

[Previous indicator: Percentage reduction in transport obstacles per 100 km (as percent decrease over the baseline)]

The target was 23 percent. The political crisis in Mali (where the the millet/sorghum corridor starts) and the consequent suspension of activities stopped efforts to reduce bribes in that country. Prior to stoppage of the activity, an increase of 15 percent in illicit payments was recorded; this was presumed to be tied to the instability. Efforts on the rice corridor had to be discontinued in December 2011 due the ban on cereal exports in Burkina Faso.

3.1: Average percent change in score on key areas of organization capacity amongst USAID direct and indirect local implementing partners

Note: The PIVA is the project tool for assessing organizational capacity.

[Previous indicator: Number of institutions/organizations making significant improvements to their ability to offer services to their clients based on recommendations of E-ATP-supported assessments]

There was no target for this indicator, and the project has not reported this before. In FY 2012, the project organized PIVAs for three organizations: the Poultry Association of Nigeria, APROSSA, and CIR-B. The average percent change against the baseline (measured in 2010 or 2011, depending on the organization), as measured by the PIVA tool, was 6.8 percent. The percent change varied greatly by organization, from -1.9 percent to 14.9 percent.

Percentage reduction in average transportation and logistics costs for E-ATP target products using E-ATP products' trucking corridors (as percent decrease over the baseline)

The target was 25 percent, but no improvement was assessed.

Number of institutions/organizations making significant improvements to their capacity to put into place technical packages to prevent AI outbreaks and transmission and to contribute to sector recovery after an outbreak, based on PIVA baselines and scores

A PIVA was conducted for PAN, but it recorded a slight decrease (-1.9 percent).

Number of institutions /organizations undergoing capacity/competency assessments as a result of USG assistance

The target was four. PIVAs were conducted for PAN, APROSSA, and CIR-B. The AMASSA PIVA could not be conducted due to the suspension of activities in Mali.

II. PROJECT MANAGEMENT

II.1 STAFFING

As of September 30, 2012, the ATP/E-ATP staff strength of 44 is represented as follows:

Accra, Ghana	-	21
Ouagadougou, Burkina Faso	-	20
Kano, Nigeria	-	1 (part-time Market Facilitator)
Abidjan, Côte d'Ivoire	-	1 (part-time Market Facilitator)
Dakar, Senegal	-	1 (part-time Market Facilitator)

Several staff members left the project and were replaced very soon thereafter, as listed in the table below. ATP/E-ATP phased out several positions and hired new staff for new positions, as listed below.

Departing Personnel	New Personnel	Position	Location
Paulette Lee	Position phased out	Communications Manager	Accra
Epifane Tougma	Brigitte Hien	Finance & Administration Assistant	Ouagadougou
Daouda Sakho	Position phased out	Financial Services Advisor	Ouagadougou
Dje Kouakou	Position phased out	Poultry Value Chain Leader	Ouagadougou
Issa Djibrilla	Position phased out	Onion Value Chain Leader	Ouagadougou
Adebayo Adegbenjo	Position phased out	Finance & Administration Manager	Kano
Gafar Ajao	Remains part-time	Market Information System Specialist	Kano
Kolawale Kuku	Position phased out	Market Facilitator	Kano
Elizabeth Musa	Position phased out	Administrative Assistant	Kano
Musa Iliyasu	Position phased out	Driver	Kano
Bechir Rassas	Christine Ohresser	Deputy Chief of Party	Accra
Christel Tshikudi	Daniel Cullop	Operations Manager	Accra
Venancious Tuor	Solomon Duah	Communications Associate	Accra
Frank Ofei	Position phased out	ECOWAS Liaison	Abuja
Bernardin Gatete	Anne Martin	Grants Manager	Accra
Ursula Kohnen	David Ivanovic	Senior Value Chain Advisor	Ouagadougou
Brigitte Hien	Harouna Sawadogo	Finance & Administration Assistant	Ouagadougou
Edouard Tapsoba	Seydou Sidibe	Deputy Chief of Party	Ouagadougou
Vincent Akue	Position phased out	Public-Private Partnership Advisor	Accra
Suzanne Ngo-Eyok	Position phased out	Capacity Building Specialist	Accra
New position	Sara Miner	Operations Manager	Ouagadougou

II.2 PROGRESS REPORT AND OTHER CONTRACTUAL DOCUMENTS

During FY 2012 Q1, ATP received a task order modification to fully fund the project to its previous ceiling price of \$16,910,030.

During FY 2012 Q2, E-ATP received a task order modification to obligate funds to a new obligation of \$21,310,524.

During FY 2012 Q4, ATP received a task order modification extending the period of performance from an end date of September 30, 2012, to March 31, 2013, and raising the ceiling price of the task order to \$20,909,573. In addition, during Q4, E-ATP received a task order modification extending the period of performance from an end date of October 30, 2012, to March 31, 2013. Finally, also in Q4, ATP received a task order modification to fully fund the project to its ceiling price of \$20,909,573.

In FY 2012 ATP submitted the following reports that were reviewed and approved by the COR:

- FY 2011 annual report
- FY 2012 work plan
- FY 2012 first quarter progress report
- FY 2012 second quarter progress report
- FY 2012 third quarter progress report (currently under review by USAID)
- FY 2013 work plan

In FY 2012 E-ATP submitted the following reports that were reviewed and approved by the COR:

- FY 2011 annual report
- FY 2012 work plan
- FY 2012 first quarter progress report
- FY 2012 second quarter progress report
- FY 2012 third quarter progress report (currently under review by USAID)

11.3 TRAVEL

The table below lists travel that took place between October 2011 and September 2012, as well as its purpose. The first table depicts travel in ATP; the second, in E-ATP.

ATP TRAVEL

	Date of Travel (DD/MM/YY)	Countries	Traveler(s)	Purpose
1	02/10/11 - 8/10/11	Burkina Faso Mali	Marjatta Eilittä	Carry out quarterly management visit to the project's technical office in Ouagadougou, participate in PIVA of APROSSA/AMASSA, and attend a presentation during the regional Syngenta Foundation workshop in Mali
2	2/10/11 - 8/10/11	Mali	Chris Amedo	Conduct training for ATP and E-ATP trade flow data partners in Microsoft Access
3	5/10/11 - 9/10/11	Burkina Faso	Olivier Kabre	Organize an activity planning workshop with new MIS provider subcontractor MANOBI and MIS partners
4	07/10/11 - 17/10/11	Burkina Faso	Oualid Gaddas	Provide short-term technical assistance for the onion value chain to build capacity of three regional onion suppliers to satisfy the requirements of regional buyers for ready-to-retail onions
5	17/10/11 - 22/10/11	Niger	Jules Sombie Issa Djibrilla Frank Ofei Venancious Tuor Kossi Dahoui	Organize a workshop on advocacy techniques following the lifting of the ban on onion trade for stakeholders in the onion value chain
6	20/10/11 - 24/10/11	Niger	Kossi Dahoui	Conduct a ToT session for members PRODEX in monitoring road harassment
7	22/10/11 - 29/10/11	Côte d'Ivoire	Felix Deyegbe Edouard Tapsoba Jules Sombie Seydou Sidibe Nathalie Kalenga	Develop an MOU between ECOWAS and COFENABVI
8	26/10/11 - 20/11/11	Benin Niger	Mamadou Sanfo Boubacar Djaouga Issa Yameogo	Work on improving trade relations between buyers and suppliers of cereals in the sub-region

	Date of Travel (DD/MM/YY)	Countries	Traveler(s)	Purpose
9	31/10/11 - 04/11/11	Mali	Kossi Dahoui	Organize road market shows and meet with authorities in charge of agricultural food products
10	11/11/11 - 15/11/11	Côte d'Ivoire	Zoumana Coulibaly	Provide technical assistance for implementation of the contract agreement between Premium Foods and UCOVISA by facilitating the movement of trucks on the Korhogo–Kumasi route
11	13/11/11 - 16/11/11	Ghana	Edouard Tapsoba	Participate in project's senior management meetings
12	16/11/11 - 26/11/11	Burkina Faso	Christel Tshikudi	Carry out routine quarterly administrative/management visit to Ouagadougou office
13	20/11/11 - 25/11/11	Burkina Faso	Frank Ofei	Attend a workshop to review performance and mandate of ECOWAS National Approvals Committees with the view of including agricultural trade issues
14	21/11/11 - 25/11/11	Mali	Seydou Sidibe	Contribute to a writing workshop, contributing expertise in matters related to regional and national policies and practices in improving trade in the livestock value chain
15	22/11/11 - 26/11/11	Mali	Felix Deyegbe	Train women poultry farmers in the sub-region on poultry farming financial management
16	25/11/11 - 05/12/11	Mali	Seydou Sidibe Daouda Sakho Ursula Kohnen Kola Kuku Felix Deyegbe	Facilitate contract-based commercial transactions between cattle producers from Mali and Nigeria
17	27/11/11 - 02/12/11	Benin	Kossi Dahoui	Participate in and contribute to <i>Journées techniques avicoles</i> organised by UOFA
18	5/12/11 - 9/12/11	Nigeria	Marjatta Eilittä	Attend meetings with ECOWAS and others and conduct final visit of staff in Kano, visit the Dawanau market and partners in Kano
20	8/12/11 - 17/12/11	Nigeria	Issa Djibrilla	Facilitate trade relations between the onion processing company Rose Eclat and Nigerian distributors
19	12/12/11 - 13/12/11	Mali Burkina Faso	Marjatta Eilittä	In Mali, participate in the sub-regional bourse céréalière; in Burkina Faso, meet with project staff and partners
21	13/12/11 - 14/12/11	Mali	Gafar Ajao Cheikh Ngane Venancious Tuor Boubacar Djaouga Olivier Kabre Suzanne Ngo-Eyok	Contribute to organization of sub-regional <i>Bourse céréalière</i> and monitor trade transactions during the event
22	20/12/11 - 22/12/11	Togo	Jean Didier Nacoulma Seydou Sidibe	Conduct a training on financial management for women actively involved in the livestock/meat value chain
23	01/01/12 - 18/01/12	Ghana Burkina Faso	Franchesca Minikon-Reece	Provide administrative, financial, and contractual support in the absence of the Operations Manager (Accra) and Administrative and Logistics Manager (Ouagadougou)
24	07/01/12 - 15/01/12	Benin Burkina Faso Ghana	Ali Issaka Labi Dahoui Dieudonne Kam	Conduct coaching along the project's transport corridors for the onion, livestock, and maize value chains
25	15/01/12 - 28/01/12	Burkina Faso	Christian Amedo	Carry out quality assessment of trade data and monitor and discuss information on trade data validation and extraction with Ouagadougou-based ATP M&E manager

	Date of Travel (DD/MM/YY)	Countries	Traveler(s)	Purpose
26	17/01/12 - 23/01/12	Burkina Faso	Drissa Traore	Join other value chain actors to participate in the road show at Bobo Dioulasso and a market show at Bama
27	20/01/12 - 26/01/12	Togo	Kossu Dahoui Mamadou Sanfo	Provide technical support in implementing a trade transaction between exporters and suppliers of cereal (Togo) and Premium Foods (Ghana)
28	02/02/12 - 17/02/12	Ghana Burkina Faso	Gloria Kessler	Assess the current stage of ATP and E-ATP deliverables; develop a plan for adjustment and completion
29	05/02/12 - 18/02/12	Burkina Faso	Olivier Kabre Mamadou Djaouga Daouda Diomande Cheikh Ngane	Organize and participate in a workshop to create a livestock MIS for COFENABVI
30	06/02/12 - 12/02/12	Ghana	Patrick Nugawela Ibrahima Ba	Conduct an assessment of the structure of WAGN and develop a strategic development plan to set up a formal overall WAGN structure
31	08/02/12 - 12/02/12	Ghana	Edouard Tapsoba	Attend an environmental compliance training meeting and to meet with project management in Accra
32	08/02/12 - 13/02/12	Ghana	Frank Ofei	Attend a periodic meeting with management and technical staff of the project
33	12/02/12 - 17/02/12	Burkina Faso	Patrick Nugawela Ibrahima Ba	Conduct an assessment of the structure of WAGN and develop a strategic development plan to set up a formal overall WAGN structure
34	12/02/12 - 23/02/12	Burkina Faso	Bernardin Gatete	Monitor grant management and financial compliance, and provide technical assistance to APROSSA, CIC-B, and CIR-B
35	13/02/12 - 18/02/12	Burkina Faso	Frank Ofei	To participate in a period meeting with the value chain leaders and other technical staff, and to discuss with CIC-B the possibility of conducting a study/survey on seasonal trade bans and how best it can be used for advocacy purposes
36	15/02/12 - 29/02/12	Côte d'Ivoire Mali Togo	Amaria Salia	Assist the project's consultants to conduct an assessment on the structure of WAGN and develop a strategic development plan in setting up a formal overall WAGN structure
37	17/02/12 - 23/02/12	Benin	Patrick Nugawela	Conduct an assessment of the structure of WAGN and develop a strategic development plan to set up a formal overall WAGN structure
38	17/02/12 - 23/02/12	Côte d'Ivoire	Ibrahima Ba	Conduct an assessment of the structure of WAGN and develop a strategic development plan to set up a formal overall WAGN structure
39	19/02/12 - 04/03/12	Mali	Christian Amedo Brahima Cisse	Assess data quality collected for ATP project and carry out a trade data extraction and monitoring
40	15/02/12 - 16/02/12	Togo	Edouard Tapsoba Marjatta Eilittä	Meet with the Director of ANSAT to assist with obtaining permission for export of maize by Premium Foods, a Kumasi-based cereal processing operator
41	20/02/12 - 24/02/12	Burkina Faso	Marjatta Eilittä	Complete quarterly management and administrative assistance to the project technical office in Ouagadougou
42	21/02/12 - 28/02/12	Benin	Mamadou Sanfo	Prepare and organize cascade training workshops for cereal producers in Benin
43	23/02/12 - 03/03/12	Mali	Patrick Nugawela Ibrahima Ba	Conduct an assessment of the structure of WAGN and develop a strategic development plan to set up a formal overall WAGN structure

	Date of Travel (DD/MM/YY)	Countries	Traveler(s)	Purpose
44	25/02/12 - 03/03/12	Burkina Faso	Christel Tshikudi	Provide quarterly management and administrative assistance to the project technical office in Ouagadougou
45	28/02/12 - 05/03/12	Togo	Mamadou Sanfo	Organize cascade training on quality management and provide technical assistance in the execution of a contract to trade in 3,000 tons of maize between Premium Foods in Ghana and CPC in Togo
46	28/02/12 - 12/03/12	Togo	Seydou Sidibe Brigitte Hien Venancious Tuor	Organize a ToT session for butchers (wholesale/retail) on good hygiene practices and meat-cutting techniques
47	29/02/12 - 03/03/12	Ghana	Frank Ofei	Make a presentation at an ECOWAS Parliament meeting and consult with project management on activities for the month
48	03/03/12 - 07/03/12	Togo	Ibrahima Ba	Conduct an assessment of the structure of WAGN and develop a strategic development plan to set up a formal overall WAGN structure
49	04/03/12 - 05/03/12	Kenya	Patrick Nugawela	Meet with the East African Grains Council (EAGC) and interact with the COMPETE project about their experience in creating their network of grain producers
50	04/03/12 - 08/03/12	Côte d'Ivoire	Bernardin Gatete	Monitor grant management and financial compliance and provide technical assistance to COFENABVI
51	11/03/12 - 21/03/12	Burkina Faso Niger	Kossi Dahoui Ali Issaka Abraham Bamfloe	Update the two transport deliverables for the onion corridor
52	10/03/12 - 16/03/12	Burkina Faso	Marjatta Eilittä Christel Tshikudi Kossi Dahoui Christian Amedo Felix Deyegbe Margaret Dzakpasu Maxwell Bansah Boubacar Djaouga Frank Ofei Gloria Kessler	Participate in the ATP/E-ATP mid-year technical review and planning meeting
53	16/03/12 - 30/03/12	Burkina Faso Côte d'Ivoire Ghana	Paul Girard	Provide short-term technical assistance for the establishment of a permanent secretariat for COFENABVI
54	20/03/12 - 23/03/12	Niger	Mamadou Sanfo	Participate in this year's <i>Bourse céréalière internationale de Niamey</i>
55	01/03/12 - 01/04/12	Ghana	Gloria Kessler	Continue assessing the current stage of ATP and E-ATP deliverables; develop a plan for adjustment and completion and facilitate submission of deliverables
56	19/03/12 - 28/04/12	Ghana Burkina Faso	Francesca Minikon-Reece	Provide operational and managerial support to ATP/E-ATP project in the absence of the Operations Manager
57	09/04/12 - 16/04/12	Benin	Mamadou Sanfo Brigitte Hien Youssef Kabore Nebie Boukari Alfred Zoungrana	Carry out a ToT session for farmers on quality management of maize
58	10/04/12 - 14/04/12	Côte d'Ivoire	Frank Ofei	Participate in the ECOWAS delegation's pre-meeting organizational session of ECOWAS officials and resource persons in Abidjan
59	10/04/12 - 17/04/12	Niger Benin	Daouda Moussa Labi Dahoui	Carry out a physical study of the cereals corridor between Niger and Benin, identifying key points of

	Date of Travel (DD/MM/YY)	Countries	Traveler(s)	Purpose
			Mamadou Djaouga Dieudonne Kam Moumouni Congo	loading and unloading products, key players, road infrastructure, and barriers to the flow of trade
60	15/04/12 - 28/04/12	Burkina Faso	Leigh Hartless	Assist with moving forward ACDI/VOCA staff's project deliverables; establish a plan for ACDI/VOCA's activities that will either be extended or phased out
61	16/04/12 - 20/04/12	Burkina Faso	Felix Deyegbe	Attend business roundtable and provide communications support to the government and ATP consultants with publicity for the event, conduct interviews, and provide media coverage for the event
62	21/04/12 - 30/09/12	Ghana	Daniel Cullop	Take up the long-term position of Operations Manager until the end of the project
63	29/04/12 - 05/05/12	Benin	Christian Amedo	Conduct trade data validation for parboiled rice and observe the procedure for data collection
64	06/05/12 - 13/05/12	Burkina Faso	Gafar Ajao	Facilitate trade transactions between COFENABVI and livestock value chain actors from Ghana to Burkina Faso
65	14/05/12 - 18/05/12	Côte d'Ivoire	Marjatta Eilittä Daouda Moussa	Participate in the annual general meeting for the Borderless Alliance
66	19/05/12 - 26/05/12	Togo	Seydou Sidibe Mamadou Camara	Carry out a cascade training of butchers on good hygiene practices and meat-cutting techniques
67	27/05/12 - 28/05/12	Ghana	Ursula Kohnen	Hold consultative meetings on the progress of MIS activities
68	06/06/12 - 13/06/12	Burkina Faso	Felix Deyegbe	Provide communications support for Ouagadougou technical staff and project partners
69	06/06/12 - 13/06/12	Burkina Faso	Marjatta Eilittä Olivier Kabre Emile Sene Daniel Annerose	Hold consultative meetings with MIS partners on the progress of MIS activities
70	19/06/12 - 07/07/12	Ghana Burkina Faso Senegal	Jeffrey Spear	Work with food processors to improve the quality of their offerings to grain- and onion-based food consumer markets by providing suitable and affordable packaging solutions
71	22/06/12 - 04/07/12	Burkina Faso	Daniel Cullop	Carry out quarterly management and administrative assistance to the project technical office in Ouagadougou
72	22/06/12 - 01/07/12	Benin	Seydou Sidibe Nathalie Kalenga	Conduct a ToT on good hygiene practices, cutting techniques, presentation, and preservation of meat
73	24/06/12 - 29/06/12	Benin	Mamadou Sanfo Issa Yameogo	Facilitate the signing of a trade contract for 6,000 tons of white maize between a Burkinabé trader and a Beninese producer group (GEA)
74	08/07/12 - 10/07/12	Côte d'Ivoire	Bernardin Gatete Daniel Cullop	Discuss with COFENABVI delays and shortcomings identified in grant management and reporting and financial compliance as it pertains to USAID and Abt Associates Inc. financial management procedures and requirements
75	08/07/12 - 28/02/13	Ghana	Anne Martin	Take up the long-term position of the project's Grants Manager, overlapping with the current holder of the position until his departure on July 20
76	15/07/12 - 28/07/12	Togo	Christian Amedo Felix Deyegbe	Monitor livestock and cereal cascade trainings and to conduct interviews on acquisition of skills.
77	17/07/12 - 18/07/12	Ghana	Nebie Boukary	Pick up Patrick Nugawela (a consultant) for project's technical office in Ouagadougou

	Date of Travel (DD/MM/YY)	Countries	Traveler(s)	Purpose
78	22/07/12 - 25/07/12	Burkina Faso	Kossi Dahoui	Represent the project at a meeting to finalise the draft concept note of West African Transport Observatory
79	24/07/12 - 28/07/12	Benin	Seydou Sidibe	Organise cascade training on good hygiene practices, cutting techniques, presentation and preservation of meat
80	1/08/12 - 13/08/12	Ghana Burkina Faso	James Billings	Work in collaboration project staff in making initial preparations for an impending regional conference on “Expanding Regional Trade to Enhance Food Security”
81	6/08/12 - 13/08/12	Côte d'Ivoire	Seydou Sidibe Brigitte Hien	Conduct a ToT session followed by a cascade training for butchers on the techno-economic management of cattle fattening
82	11/08/12 - 17/08/12	Burkina Faso	Graeme Frelick	Provide executive coaching to the permanent secretary of COFENABVI
83	13/08/12 - 24/08/12	Burkina Faso Benin	Kossi Dahoui Boureima Zoringre Abraham Bamfloe	Update the two transport deliverables for the maize and livestock corridor
84	15/08/12 - 29/08/12	Burkina Faso	Christian Amedo	Introduce the staff of CILSS to ATP partners and visit data collection points to carry out a trade data validation
85	29/08/12 - 18/09/12	Burkina Faso	Anne Martin	Act as operations manager and provide other logistics support to the Ouagadougou office; develop a closer working relationship with project grantees
86	02/09/12 - 08/09/12	Ghana	Rasmane Ouedraogo	Be introduced to ATP partners and visit data collection points to carry out a trade data validation
87	08/09/12 - 16/09/12	Benin	Seydou Sidibe Lazare Bouda Nebie Boukary	Conduct a ToT session followed by a cascade training for butchers on the techno-economic management of cattle fattening
88	09/09/12 - 19/09/12	Burkina Faso	Marjatta Eilittä	Carry out quarterly management and administrative assistance to the project technical office in Ouagadougou
89	11/09/12 - 16/09/12	Ghana	Gafar Ajao	Attend the Esoko/ATP MIS business pilot meeting to discuss the selection, training, and finalization of the agribusiness pilot for take-off
90	12/09/12 - 31/03/13	Burkina Faso	Sara Ann Miner	Take up the long-term position of Operations Manager at the project's technical office in Ouagadougou
91	14/09/12 - 21/09/12	Ghana	Jules Sombie jean Didier Nacoulma	Organize a progress PIVA for GAPTO
92	15/09/12 - 22/09/12	Ghana	Leah Quin	Work with project management and communications team to develop a workplan for communication and outreach efforts for the period of September to January, in preparation for the upcoming regional conference on “Expanding Regional Trade to Enhance Food Security,” scheduled to take place in January 2013
93	16/09/12 - 29/09/12	Benin	Chris Amedo Felix Deyegbe	Monitor livestock and cereal cascade trainings
94	17/09/12 - 21/09/12	Togo	Marjatta Eilittä Olivier Kabre	Participate in the training workshop for administrators of RESIMAO member states in the management of the www.resimao.net platform
95	22/09/12 - 30/09/12	Niger	Seydou Sidibe Felix Deyegbe	Conduct a training of trainers session followed by a cascade training for butchers on the techno-

	Date of Travel (DD/MM/YY)	Countries	Traveler(s)	Purpose
			Audrey Destandau Lazare Bouda Moumouni Congo Salif Ouedraogo	economic management of cattle fattening
96	23/09/12 - 03/10/12	Burkina Faso	Olivier Kabre Garcia Honvoh Maxwell Bansah	Carry out an introductory training of agribusiness operators of the APROSSA network on the ATP/Esoko pilot activities
97	24/09/12 - 25/09/12	India	Marjatta Eilittä	Participate as a speaker at ICRISAT's 40th anniversary science forum on the theme "How can smallholder farming feed the world and promote economic growth?"
98	26/09/12 - 25/09/12	Tanzania	Marjatta Eilittä	Participate as a speaker or panelist at the Africa Green Revolution Forum 2012 on the theme "Scaling investment and innovation for sustainable agricultural growth and food security"
99	29/09/12 - 31/03/13	Burkina Faso	David Ivanovic	Take up the long-term position of the project's Senior Value Chain Advisor

E-ATP TRAVEL

	Date of Travel (DD/MM/YY)	Countries	Travelers	Purpose
1	2/10/11 - 8/10/11	Mali	Brahima Cisse Jean Bruno Guigma	Conduct training for ATP and E-ATP partners in Microsoft Access
2	3/10/11 - 5/10/11	Burkina Faso	Suzanne Ngo-Eyok Venancious Tuor	Conduct a progress PIVA for APROSSA and AMASSA; conduct beneficiary interviews for the project's communications needs
3	31/10/11 - 04/11/11	Senegal	Dje Kouakou Daouda Sakho	Support GIE Boololigguaye in developing a business plan to mobilize capital to finance the construction of a slaughter house as well as train personnel in good practices in slaughterhouse management
4	13/11/11/26/11/11	Ghana	Gafar Ajao	Carry out MIS survey; hold consultative meetings to improve quality and volume of offers collected by Esoko Ghana for ATP/E-ATP
5	20/11/11 - 26/11/11	Mali	Jean Didier Nacoulma Dje Kouakou	Train women poultry farmers in the sub-region on poultry farming financial management
6	21/11/11 - 25/11/11	Mali	Daouda Moussa Lucien Ouoba	Participate in a road show to present to value chain actors the outcome of the study carried out on the transport corridors of USAID Trade Hub and ATP/E-ATP projects
7	25/11/11 - 23/12/11	Senegal Mali Burkina Faso Côte d'Ivoire	Olivier Kabre	Evaluate deliverables provided by Manobi and dissemination of information on its platform with regard to partners; in Mali, participate in the African agricultural MIS workshop
8	27/11/11 - 02/12/11	Benin	Marjatta Eilittä Frank Ofei Suzanne Ngo-Eyok Dje Kouakou Epifane Tougma Pato Pidemnewe	Participate in <i>Journées techniques avicoles</i> organised by UOFA
9	27/11/11 - 4/12/11	Nigeria	Bernardin Gatete	Monitor grant management, financial compliance and provide technical assistance to the Information Aid Network (IFAnet)

	Date of Travel (DD/MM/YY)	Countries	Travelers	Purpose
10	27/11/11 - 11/12/11	Burkina Faso	Venancious Tuor	Provide communications support to the Ouagadougou technical staff and to the regional fair for agricultural commodities (JAAL)
11	28/11/11 - 02/12/11	Ghana	Jean Didier Nacoulma Lawankikea E Toe Housséni Zongo	Train women value chain actors on negotiation skills
12	28/11/11 - 02/12/11	Nigeria	Christel Tshikudi	Prepare staff and put system in place for office closeout
13	28/11/11 - 21/12/11	Togo Benin	Kossi Dahoui Zoumana Coulibaly Ali Issaka	Monitor road harassment along the poultry transport corridors with emphasis on day-old chicks.
14	5/12/11 - 10/12/11	Nigeria	Suzanne Ngo-Eyok	Conduct a final PIVA of PAN
15	5/12/11 - 16/12/11	Senegal Mali	Vincent Akue Ali Madugu	Assess the feasibility of new partnership opportunities and facilitate market prospection mission for Dala Foods Nigeria
16	7/12/11 - 22/12/11	Togo Benin	Mamadou Sanfo	Facilitate trade relations between cereal suppliers from Togo and Benin and Premium Foods in Ghana
17	11/12/11 - 16/12/11	Mali	Thomas Delquigny Suzanne Ngo-Eyok	Participate in RESOLAB meeting, where participants will widely share the results of E-ATP avian influenza efforts to date, assess progress, and plan FY 2012 activities in detail with partners
18	11/12/11 - 17/12/11	Senegal	Daouda Moussa	Train assistants in road harassment data collection; organize a roadshow
19	12/12/11 - 17/12/11	Nigeria	Kokou Zotoglo	Follow up on activities of the newly introduced SRI
20	26/12/11 - 02/01/12	Mali Senegal	Barthelemy Sidibe Boureima Zoringre	Conduct a verification of data on road harassment along the transport corridors of the millet/sorghum and rice value chains; educate value chain actors on procedures and documentation for agricultural trade products
21	12/1/12 - 14/01/12	Togo	Jean Nacoulma Seydou Sidibe Charles Ouedraogo	Conduct a training on financial management in cattle/sheep fattening for women actively involved in the livestock/meat value chain
22	26/01/12 - 08/02/12	Togo Benin	Kokou Zotoglo Felix Deyegbe Nebie Boukari Koama Abdulaye	Carry out market prospection for paddy rice and establish market links between Koama Industries and paddy rice producer organizations in Togo and Benin
23	06/02/12 - 08/02/12	Burkina Faso	Venancious Tuor	Provide communications support to the Ouagadougou technical staff; conduct regional ToT workshop and cascade training of women executive members in gender equity
24	06/02/12 - 17/02/12	Niger Burkina Faso	Vincent Akue	Follow-up on PPP initiatives
25	18/02/12 - 22/02/12	Togo	Suzanne Ngo-Eyok Thomas Delquigny Margaret Dzakpasu	Provide technical assistance to the planning workshop of the National Sanitary Commission of UOFA
26	21/02/12 - 10/03/12	Ghana	Gafar Ajao	Carry out an MIS survey and hold consultative meetings to improve the quality and volume of offers collected by Esoko Ghana for ATP/E-ATP
27	21/02/12 - 28/02/12	Mali	Daouda Moussa Issa Yameogo	Participate in a market show for value chain actors
28	29/02/12 - 07/03/12	Ghana	Dan McMartin Gafar Ajao	Carry out an assessment of ATP/E-ATP contributions to intra-regional trade in selected value chains

	Date of Travel (DD/MM/YY)	Countries	Travelers	Purpose
29	19/03/12 - 28/03/12	Ghana	Jean Nacoulma	Conduct follow-up activities on past trips to access finance for the project's women value chain actors
30	10/03/12 - 16/03/12	Burkina Faso	Vincent Akue Brahima Cisse Bernardin Gatete Olivier Kabre Suzanne Ngo-Eyok Venancious Tuor Cheikh Ngane Diomande Daouda	Participate in the ATP/E-ATP mid-year technical review and planning meeting
31	22/03/12 - 29/03/12	Ghana	Daniel Cullop	Discuss and review the handover plan of the Operations Manager position and to be oriented by current Operations Manager before her departure
32	25/03/12 - 31/03/12	Togo	Ursula Kohnen Brahima Cisse	Participate in the annual regional CORPAO conference
33	14/04/12 - 02/05/12	Ghana	Paulette Lee	Provide technical support to the project communications and outreach team
34	15/04/12 - 24/04/12	Burkina Faso	Francis Opoku	Act as substitute in the Ouagadougou office during the absence of the Finance Manager and Accountant
35	23/04/12 - 08/05/12	Benin Togo	Kokou Zotoglo Venancious Tuor Djiguiba Kouyaté Margaret Dzakpasu Nebie Boukari	Conduct a ToT session on SRI
36	29/04/12 - 05/05/12	Benin	Jean Bruno Guigma	Validate trade data for parboiled rice and observe the procedures for data collection
37	08/05/12 - 14/05/12	Togo	Mamadou Sanfo Alfred Zoungana Lazare Bouda Felix Deyegbe	Conduct a ToT session and cascade trainings for cereals value chain actors on the production of quality cereals
38	15/05/12 - 30/05/12	Burkina Faso	John Berry	Carry out credit management training for the RTCF women's association
39	19/05/12 - 30/05/12	Senegal	Mamadou Sanfo Nathalie Kalenga	Carry out a ToT session for 36 producer trainers and prepare for the cascade training of 1,000 more on conservation agriculture
40	20/05/12 - 25/05/12	Ghana	Matthew Griffith	Facilitate an ECOWAS workshop session aimed at building a common understanding of the role of women in agricultural value chains and further define the role of gender integration in future policymaking
41	20/05/12 - 24/05/12	Senegal	Brahima Cisse	Carry out a trade data validation assessment on day-old chicks
42	04/06/12 - 09/06/12	Nigeria	Suzanne Ngo-Eyok Thomas Delquigny Margaret Dzakpasu Venancious Tuor	Facilitate a planning workshop with national sanitary committees and contribute to the development of linkages between the network of the national sanitary committees and UOFA, including formalization of a mechanism for reporting to the UOFA secretariat
43	04/06/12 - 14/06/12	Côte d'Ivoire	Julies Sombie Mamadou Sanfo Moumouni Congo Jean Didier Nacoulma Salif Ouedraogo	Organize a PIVA workshop for UCOVISA

	Date of Travel (DD/MM/YY)	Countries	Travelers	Purpose
44	17/06/12 - 20/06/12	Senegal	Daouda Moussa	Represent the project at a road show ceremony aimed at presenting to value chain actors the results of the study carried out on the transport corridors of USAID Trade Hub project and the ATP project during the 4th quarter of FY 2011
45	18/06/12 - 29/06/12	Nigeria Benin	Kossi Dahoui	Conduct a study on realities on the ground with respect to logistics, transport, and handling of day-old chicks in the two countries
46	24/06/12 - 29/07/12	Benin	Daouda Moussa Edouard Tapsoba	Represent the project at an OPA steering committee meeting, to introduce the project to participants and present the methodology adopted by the project for collecting road harassment data
47	25/06/12 - 02/07/12	Senegal	Kokou Zotoglo Brigitte Hien	Organize a ToT in new rice farming technologies, including SRI
48	30/06/12 - 08/07/12	Burkina Faso	Bernardin Gatete	Provide training/orientation to a pool of APROSSA's field officers, to provide them with information on accounting/expenses documentation required by project
49	01/07/12 - 07/07/12	Burkina Faso	Vincent Akue	Assist Jeffrey Spear in working with food processors to improve the quality of their offering to grain- and onion-based food consumer markets by providing suitable and affordable packaging solutions
50	9/07/12 - 27/07/12	Burkina Faso	Ibrahima Ba	Carry out follow-up activities on the establishment of WAGN
51	10/07/12 - 28/07/12	Ghana	Gafar Ajao	Conduct a technical review of enumerators' data collection methodology; discuss challenges facing MIS data collection and ways and means to reduce them; provide other technical assistance to enumerators and value chain actors
52	13/07/12 - 28/07/12	Ghana Burkina Faso	Patrick Nugawela	Carry out follow-up activities on the establishment of WAGN
53	15/07/12 - 25/07/12	Senegal	Mamadou Sanfo	Organize a cascade training for 1,000 producers in conservation agriculture and to provide support to the finalization of the business plan for GIC
54	15/07/12 - 28/07/12	Togo	Jean-Bruno Guigma	Monitor livestock and cereal cascade trainings and conduct interviews on acquisition of skills.
55	19/07/12 - 28/07/12	Burkina Faso	Olivier Kabre Brahima Cisse	Assist Manobi with the creation of large databases to include stakeholders and members of the national cereal value chain association, to allow a wider, more efficient, more transparent, better-targeted distribution of information collected by MIS partners and equip national organizations with a means of monitoring and managing their members and their areas of intervention
56	29/07/12 - 01/08/12	Côte d'Ivoire	Daouda Moussa	Represent the project upon invitation by UEMOA at a workshop to validate the techno-economic feasibility study on the implementation of the radio frequency identification (RFID) electronic sticker among member states
57	5/08/12 - 11/08/12	Burkina Faso	Anne Martin	Undertake a field visit to APROSSA to provide training/orientation to field officers and provide them with information on accounting/expenses documentation required when reporting and justifying project financial resources, in accordance

	Date of Travel (DD/MM/YY)	Countries	Travelers	Purpose
				with USAID and Abt requirements
58	5/08/12 - 31/03/13	Ghana	Christine Ohresser-Joumard	Take up the long-term position of Deputy Chief of Party
59	08/08/12 - 16/08/12	Côte d'Ivoire	Vincent Akue	Facilitate linkages between selected project partners and food processors and distributors in Côte d'Ivoire, as well as facilitate contractual arrangements between partners and promising buyers
60	26/08/12 - 08/09/12	Côte d'Ivoire	Mamadou Sanfo	Facilitate trade relations between buyers and suppliers of cereals within the sub-region
61	02/09/12 - 15/09/12	Burkina Faso Niger	Jeffrey Spear Jean Didier Nacoulma	Provide technical assistance in labelling and packaging for Afrique Verte, and in packaging for ATP PPP companies
62	04/09/12 - 08/09/12	Benin	Kokou Zotoglo Issa Yameogo	Supervise cascade training on SRI
63	04/09/12 - 07/09/12	Togo	Daouda Moussa	Attend a workshop to validate the study on the community road code and study on the financing of road safety among UEMOA member states
64	09/09/12 - 16/09/12	Burkina Faso	Suzanne Ngo-Eyok Solomon Duah	Carry out a progress PIVA for CIR-B
65	10/09/12 - 12/09/12	Benin	Daouda Moussa Boureima Zoringre Nebie Boukari Youssef Kabore Drissa Traore Dieudonne Kam Salif Ouedraogo	Organize a training workshop on procedures and documentation of sub-regional trade in cereals for drivers, traders, and transporters
66	10/09/12 - 22/09/12	Benin	Nguessan Nguessan	Provide training for drivers, traders, and transporters on procedures and documents required for sub-regional trade in cereals
67	16/09/12 - 29/09/12	Benin	Jean-Bruno Guigma	Monitor livestock-cereal cascade trainings.
68	16/09/12 - 22/09/12	Senegal	Mamadou Sanfo	Prepare the presentation document for the "Boutique 100% Afrique" as a business model for dissemination
69	17/09/12 - 22/09/12	Nigeria	Kossi Dahoui Suzanne Ngo-Eyok Francis Owusu	Carry out a training workshop on improved biosafety practices
70	20/09/12 - 22/09/12	Benin	Daouda Moussa	Participate in a road show to present the OPA report to actors in the Benin transport system
71	20/09/12 - 20/10/12	Burkina Faso	Patrick Nugawela Ibrahima Ba	Continue planning and implementation of the consultative meeting for WAGN, to take place in early October in Ouagadougou
72	23/09/12 - 26/09/12	Côte d'Ivoire	Christine Ohresser-Joumard	Participate in the specialized technical committee meeting for agriculture, environment, and water resources organized by ECOWAS

11.4 LOCAL GRANT AND SUBCONTRACT AGREEMENTS

Between the period of October 2011 and September 2012, ATP entered into agreements with the following organizations:

	Period of Performance (DD/MM/YY)	Organization	Amount	Purpose
1	25/01/12 - 31/07/12	COFENABVI	11,135,250 FCFA	Increase in funding for COFENABVI grant
2	27/02/12 - 15/03/12	AS Consei	3,315,000 FCFA	Facilitate a nine-day ToT on meat-cutting techniques and hygiene for butchers in Togo
3	23/01/09 - 30/09/12	AMASSA	- 4,791,575 FCFA	Modification to shorten period of performance and decrease level of funding
4	23/01/09 - 20/06/12	APROSSA	6,775,000 FCFA	Modification to lengthen period of performance and increase level of funding
5	06/04/12 - 05/05/12	<i>Technologie alimentaire-société d'analyse, de traitement et d'expertise agro-alimentaire (TECAL-SATE)</i>	2,198,000 FCFA	Conduct training of 35 farmers on quality management of cereals in Benin
6	09/04/12 - 08/05/12	UCOVISA	2,362,500 FCFA	Conduct training of 500 farmers on quality management of maize in Côte d'Ivoire
7	11/5/12 - 10/6/12	FUPRO Benin	2,250,000 FCFA	Conduct training of 500 farmers on quality management of maize in Benin
8	15/5/12 - 14/06/12	CIA Borgou Alibori	1,125,000 FCFA	Conduct training of 250 farmers on quality management of maize in Benin
9	21/05/12 - 20/07/12	UPPA-H	1,000,000 FCFA	Identify and train 1,200 farmers in Burkina Faso on integrated crop management
10	21/05/12 - 20/07/12	CPC Togo	831,250 FCFA	Conduct training of 1,000 farmers on quality management of crops in Togo
11	15/06/12 - 31/07/12	<i>Union de groupements d'intérêt économique de céréales locaux (GIE) de Thiaré</i>	1,300,000 FCFA	Identify and train 500 farmers on conservation farming
12	25/7/12 - 20/8/12	<i>Fédération nationale de la filière bétail viande du Bénin (FENABEV)</i>	4,105,500 FCFA	Conduct a cascade training of 500 butchers in Benin on meat cutting and hygiene
13	20/8/12 - 15/9/12	<i>Confédération des fédérations nationales de la filière bétail-viande du Burkina (FEBEVIB)</i>	8,177,850 FCFA	Conduct a cascade training of 500 cattle fatteners on cattle fattening techniques in Burkina Faso
14	18/9/12 - 30/9/12	FENABEV	9,919,000 FCFA	Conduct a cascade training of 500 cattle fatteners on cattle fattening techniques in Benin
15	9/10/09 - 05/02/13	ANYAN	6,250,000 FCFA	Continue ANYAN's market facilitation reporting through end of ATP project

	Period of Performance (DD/MM/YY)	Organization	Amount	Purpose
16	15/9/12 - 31/11/12	COFENABVI	193,355,870 FCFA	No-cost extension until November 30, 2012
17	30/7/12 - 30/9/12	Ghana Grains Council	234,000 GHC	No-cost extension until September 30, 2012

During the period between October 2011 and September 2012, E-ATP entered into agreements with the following organizations:

	Period of Performance (DD/MM/YY)	Organization	Amount	Purpose
1	25/10/11 - 01/11/11	SOTRECO	2,000,000 FCFA	Design a three-year business plan to seek investors in pilot poultry abattoir (slaughterhouse) for group of farmers, GIE Boololiggeuye
2	25/11/11 - 24/12/11	TECAL-SATE	1,950,000 FCFA	Conduct training of 25 farmers in quality management of millet/sorghum grains
3	20/11/11 - 20/12/11	VETO Services	2,120,000 FCFA	Build capacity and knowledge of financial management for women responsible for modern poultry farms
4	02/12/11 - 15/12/11	UGCPA	225,000 FCFA	Conduct training in quality and traceability management of millet/sorghum-producing organizations
5	14/04/12 - 15/06/12	<i>Afrique emergence conseil (AEC)</i>	7,279,125 FCFA	Design a business plan for GIC Senegal
6	07/05/12 - 31/05/12	TECAL-SATE	2,100,000 FCFA	Conduct training of 30 farmers on quality management of cereals
7	21/05/12 - 20/17/12	UPPA-H	3,000,000 FCFA	Identify and train 1,200 farmers in Burkina Faso on integrated crop management
8	21/05/12 - 20/07/12	CPC Togo	2,493,750 FCFA	Conduct training of 1,000 farmers on quality management of sorghum in Togo
9	15/06/12 - 31/7/12	UGK	1,300,000 FCFA	Identify and train 500 farmers on conservation farming
10	17/7/12 - 31/8/12	CIA Borgou Alibori	2,000,000 FCFA	Conduct a training of 500 rice producers on SRI in Benin
11	10/08/12 - 10/09/12	<i>J. Expert & Agromine International</i>	1,900,000 FCFA	Design a paper presenting SEGAS Burkina Faso
12	15/08/12 - 30/09/12	GRAPHE	2,500,000 FCFA	Conduct a training of 500 rice producers on SRI in Togo
13	25/08/12 - 90/09/12	UNPRB	2,500,000 FCFA	Conduct a training of 500 rice producers on SRI in Burkina Faso
14	25/08/12 - 30/09/12	ANCAR	2,500,000 FCFA	Conduct a training of 500 rice producers on SRI in Senegal
15	15/1/12 - 25/10/12	APROSSA	68,576,784 FCFA	No cost extension until October 25, 2012

	Period of Performance (DD/MM/YY)	Organization	Amount	Purpose
16	1/5/12 - 30/9/12	CCR-B	21,051,068 FCFA	No cost extension until September 30, 2012
17	1/10/10 - 31/10/12	CIC-B	122,188,000 FCFA	Increase in obligated funds to grantee
18	12/7/12 - 31/8/12	CIR-B	17,943,300 FCFA	No-cost extension until August 31, 2012
19	1/8/12 - 31/10/12	UGER-B	12,747,500 FCFA	No-cost extension until October 31, 2012
20	28/9/12 - 5/10/12	UOFA/UEMOA	6,066,616 FCFA	In-kind grant
21	25/9/12 - 30/9/12	RESIMAO	15,769,800 FCFA	In-kind grant

I 2. PIPELINE ANALYSIS

ATP PROJECT

CONTRACT BUDGET CATEGORY	BUDGET AMOUNT	EXPENSES BILLED TO USAID THRU SEP. 2012	ACCRUED EXPENSES THRU SEP. 2012	REMAINING BALANCE
DIRECT LABOR (including fringe)	\$3,246,525	\$2,935,300	\$0	\$311,225
OTHER DIRECT COSTS	\$13,404,814	\$9,955,808	\$305,246	\$3,143,760
INDIRECT COSTS	\$2,985,695	\$2,528,047	\$14,755	\$442,893
FIXED FEE	\$1,272,539	\$998,188	\$20,800	\$253,551
TOTAL	\$20,909,573	\$16,417,343	\$340,801	\$4,151,429
PIPELINE ANALYSIS				
FUNDED AMOUNT (OBLIGATION)				\$20,909,573
TOTAL BUDGET				\$20,909,573
LESS ACCRUED EXPENSES THRU 09/30/12				\$16,758,144
OBLIGATION BALANCE ON 09/30/12				\$4,151,429
BUDGET BALANCE ON 09/30/12				\$4,151,429
MONTHLY AVERAGE BURN RATE				\$316,191
PIPELINE MONTH OBLIGATION AT CURRENT MONTHLY BURN RATE				13
PIPELINE MONTH BUDGET AT CURRENT MONTHLY BURN RATE				13
PROJECTED MONTHLY BURN RATE FROM OCTOBER 2012 THRU MARCH 2013				\$691,905
PIPELINE MONTH OBLIGATION AT PROJECTED MONTHLY BURN RATE				6
PIPELINE MONTH BUDGET AT PROJECTED MONTHLY BURN RATE				6

E-ATP

CONTRACT BUDGET CATEGORY	BUDGET AMOUNT	EXPENSES BILLED TO USAID THRU SEP. 2012	ACCRUED EXPENSES THRU SEP. 2012	REMAINING BALANCE
DIRECT LABOR (including fringe)	\$3,160,141	\$3,503,152	\$0	
OTHER DIRECT COSTS	\$14,376,530	\$11,318,712	\$927,456	
INDIRECT COSTS	\$3,037,858	\$2,861,368	\$38,361	
FIXED FEE	\$1,296,195	\$1,108,143	\$60,847	
TOTAL	\$21,870,724	\$18,791,375	\$1,026,664	\$2,052,685
PIPELINE ANALYSIS				
FUNDED AMOUNT (OBLIGATION)				\$21,310,524
TOTAL BUDGET				\$21,870,724
LESS ACCRUED EXPENSES THRU 09/30/12				\$19,818,039
OBLIGATION BALANCE ON 09/30/12				\$1,492,485
BUDGET BALANCE ON 09/30/12				\$2,052,685
MONTHLY AVERAGE BURN RATE FROM BEGINNING OF PROJECT				\$550,501
PIPELINE MONTH OBLIGATION AT CURRENT MONTHLY BURN RATE				3
PIPELINE MONTH BUDGET AT CURRENT MONTHLY BURN RATE				4
PROJECTED MONTHLY BURN RATE FROM OCTOBER 2012 THRU MARCH 2013				\$248,748
PIPELINE MONTH OBLIGATION AT PROJECTED MONTHLY BURN RATE				6
PIPELINE MONTH BUDGET AT PROJECTED MONTHLY BURN RATE				8